JUNE 1961

Administrative Management

Formerly OFFICE MANAGEMENT AND AMERICAN BUSINESS

Exclusive interview with Kennedy's new automation director
What they said at NOMA: first summary of important papers
Mail room equipment survey; modern mail room methods

Automation's output quickens; can Washington cushion the effects? See story, page 13

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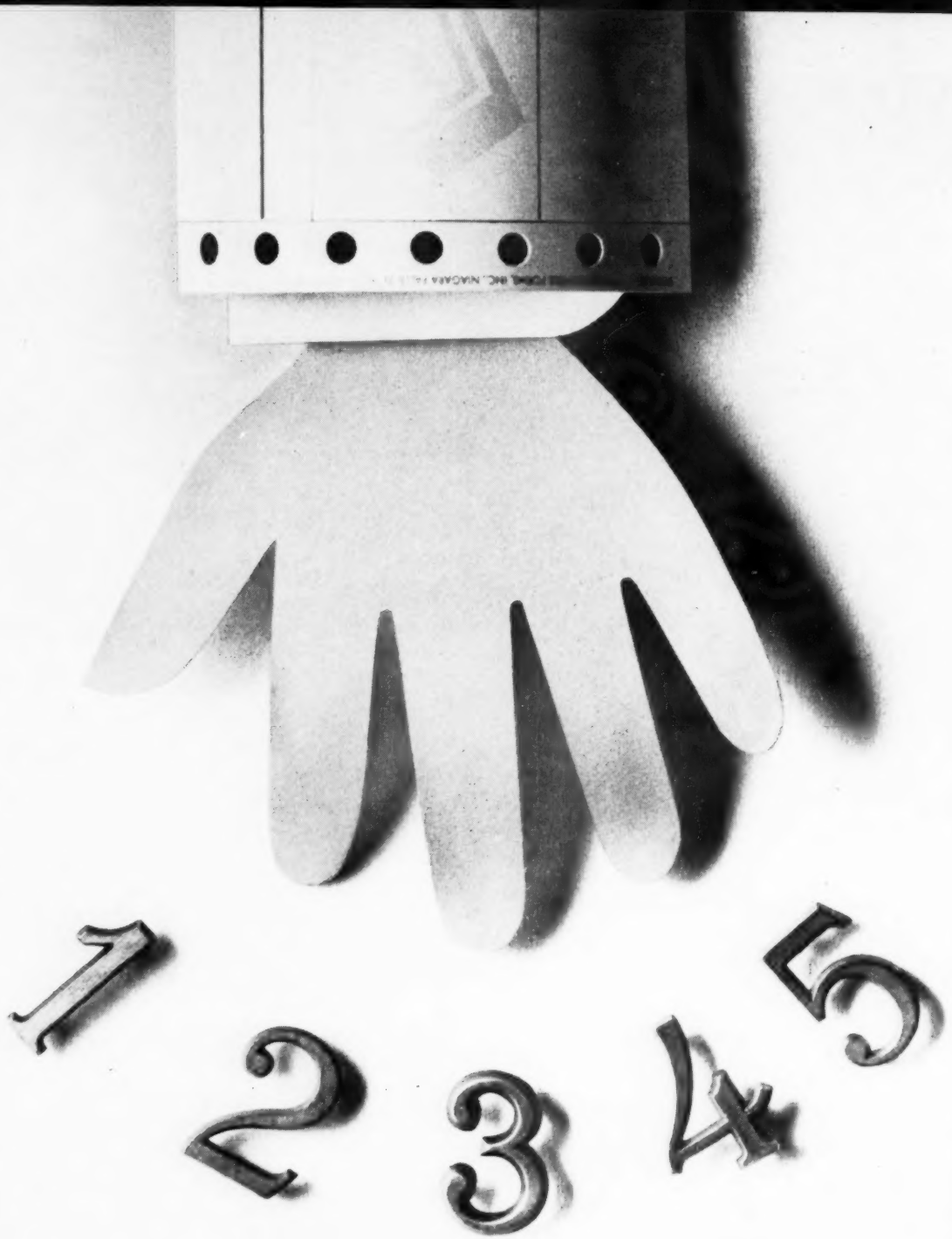

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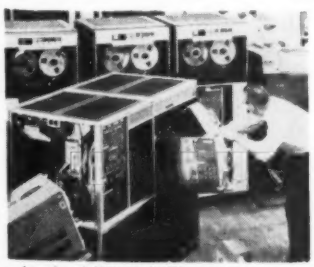

As the billion-dollar-a-year computer industry spews forth new electronic wonders for automating human functions (shown on this month's cover is the 1401 *assembly line at IBM's Endicott, N. Y., plant), Washington officials desperately seek ways to smooth the transition. See story, page* 13.

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Drawing Office Equipment and Materials Exhibition, London, England, June 5-8.
Sponsor: UTP Exhibitions, Ltd.
Place: Royal Horticultural Society Hall.

CIA Northeastern Area Conference, Lake Placid, N. Y., June 8-11.
Sponsor: Controllers Institute of America
Place: Lake Placid Club.

Eighth Annual Symposium on Computers and Data Processing, Estes Park, Colo., June 22, 23.
Sponsor: Denver Research Institute.
Place: Elkhorn Lodge.

Association for Computing Machinery Meeting, Princeton, N. J., June 23, 24.
Sponsor: Applied Data Research, Inc.
Place: Princeton University.

ASTM National Meeting, Atlantic City, N. J., June 25-30.
Sponsor: American Society for Testing Materials.
Place: Chalfonte-Haddon Hall.

NMAA National Conference, Toronto, June 28-30.
Sponsor: National Machine Accountants Association.
Place: Royal York Hotel.

CIA North Central Area Conference, Hot Springs, Va., June 29-July 1.
Sponsor: Controllers Institute of America.
Place: Homestead.

TIMS Eighth Annual International Meeting, Brussels, Belgium, Aug. 23-25.
Sponsors: The Institute of Management Sciences and International Statistical Institute and the Econometric Society.
Place: Palace of Congresses.

ACM Annual Meeting, Los Angeles, Sept. 6-8.
Sponsor: Association for Computing Machinery.
Place: Statler-Hilton Hotel.

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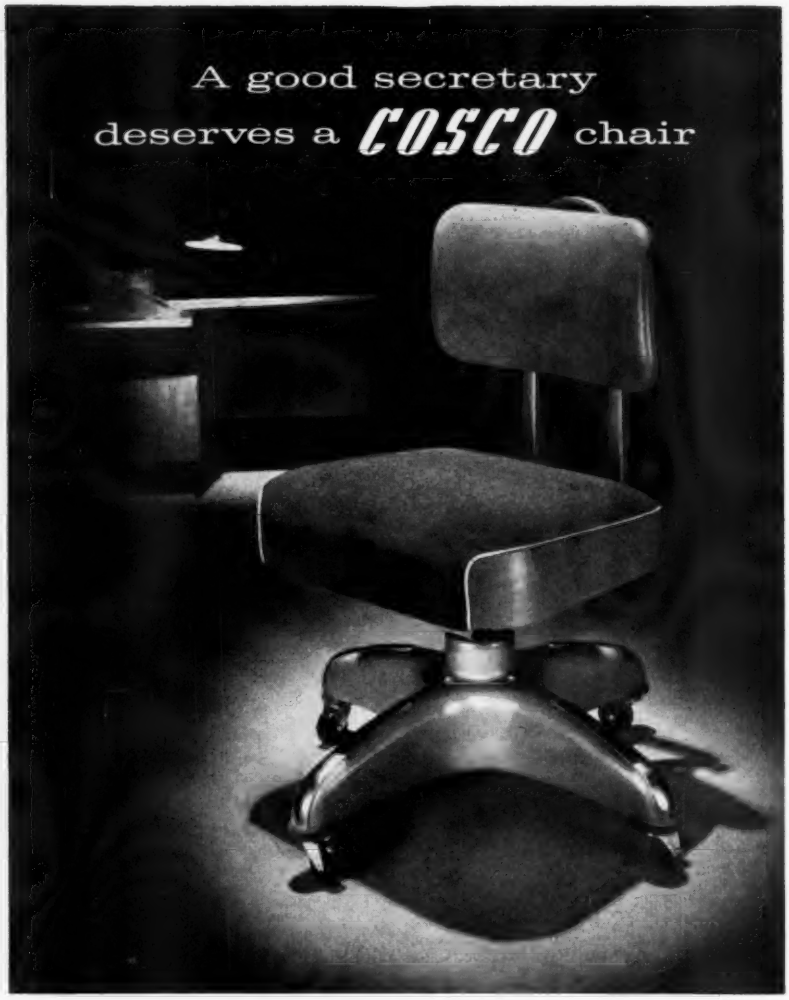

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This Month

The Kennedy Administration is moving to study automation's effects on the nation's labor force, reports **Larston Farrar,** *Administrative Management's* Washington correspondent. In an exclusive interview with **Seymour Louis Wolfbein,** who directs the new Office of Automation and Manpower, Farrar uncovers the Administration's approach to the problem – examination of evidence, development of programs for counseling and training workers, and serving as a clearinghouse for information. He also notes that Wolfbein's role will be more that of a "doctor" than an all-powerful "czar." . . . "Is your office operating at only 65 per cent efficiency?" asks **E. Duncan MacKenzie.** The insurance executive offers remedies in the form of guides for measuring clerical work . . . The eighth article in the "Data processing for small business" series examines the role of photocopying in speeding orders at a shirt factory . . . Managing Editor **John Rhea** reports that mounting costs in the office occupied much of the delegates' attention at the 42nd NOMA convention at St. Louis. The second installment of the convention coverage will appear next month . . . "Automation in the office" contains two major new developments in the business data processing field—the introduction of the expandable Philco 2400 peripheral system and the creation of a significant programming "package" for the IBM 1401 system . . . Two familiar products—tape recorders and mechanical conveyors—find new uses at two companies . . . . *Administrative Management's* new editor, **Walter Kleinschrod,** examines the subject of office walls—maintenance, murals, materials, partitions, and acoustics – in this month's "Office design" section . . . Kleinschrod, in the "With the editors" column, also shares his impressions of European industry after returning from a tour of factories in West Germany, Denmark, Sweden, and Britain . . . The mail room is the subject of the "Tools of the office" feature. Associate Editor **John Sine** analyzes addressing, collating, postage, and related equipment in a comprehensive study.

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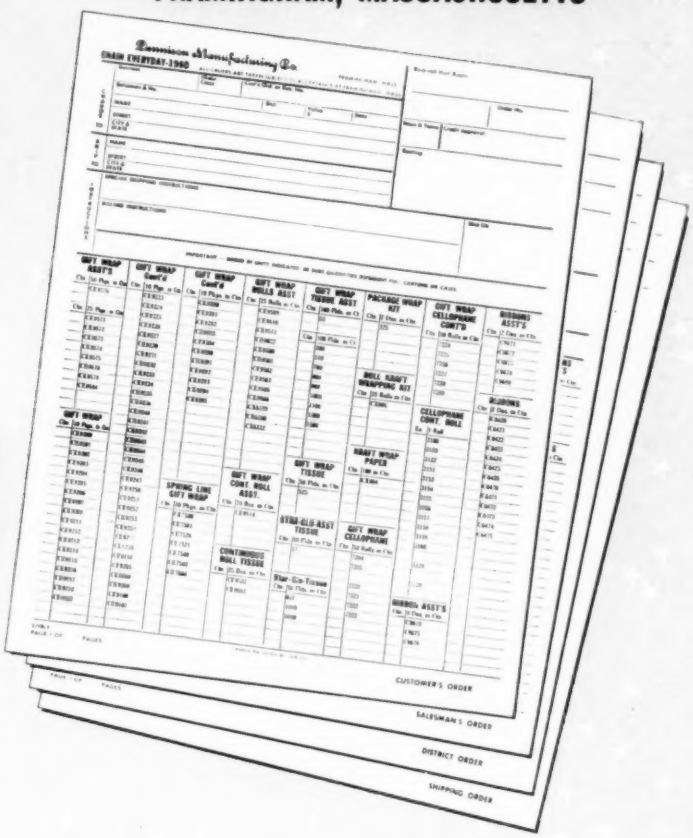

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IMPRESSIONS FROM ABROAD

VISITING a foreign nation for a few days—or even hours—is obviously no way to get to know the land and its people. But there's something to be said for fast impressions — for the contrasts and comparisons they permit — which longer visits in any one place might blur.

I have just returned from a whirlwind one-week tour of four European nations, and some of the impressions gleaned on this swift journey are worth contrasting and comparing.

Oddly enough, the sight that impressed me most was one I never had to leave Manhattan to see. It was the sight of workmen laboring in great excavations on main thoroughfares, behind signs whose native versions of "Dig We Must" apologized to motorists for the traffic jams they caused.

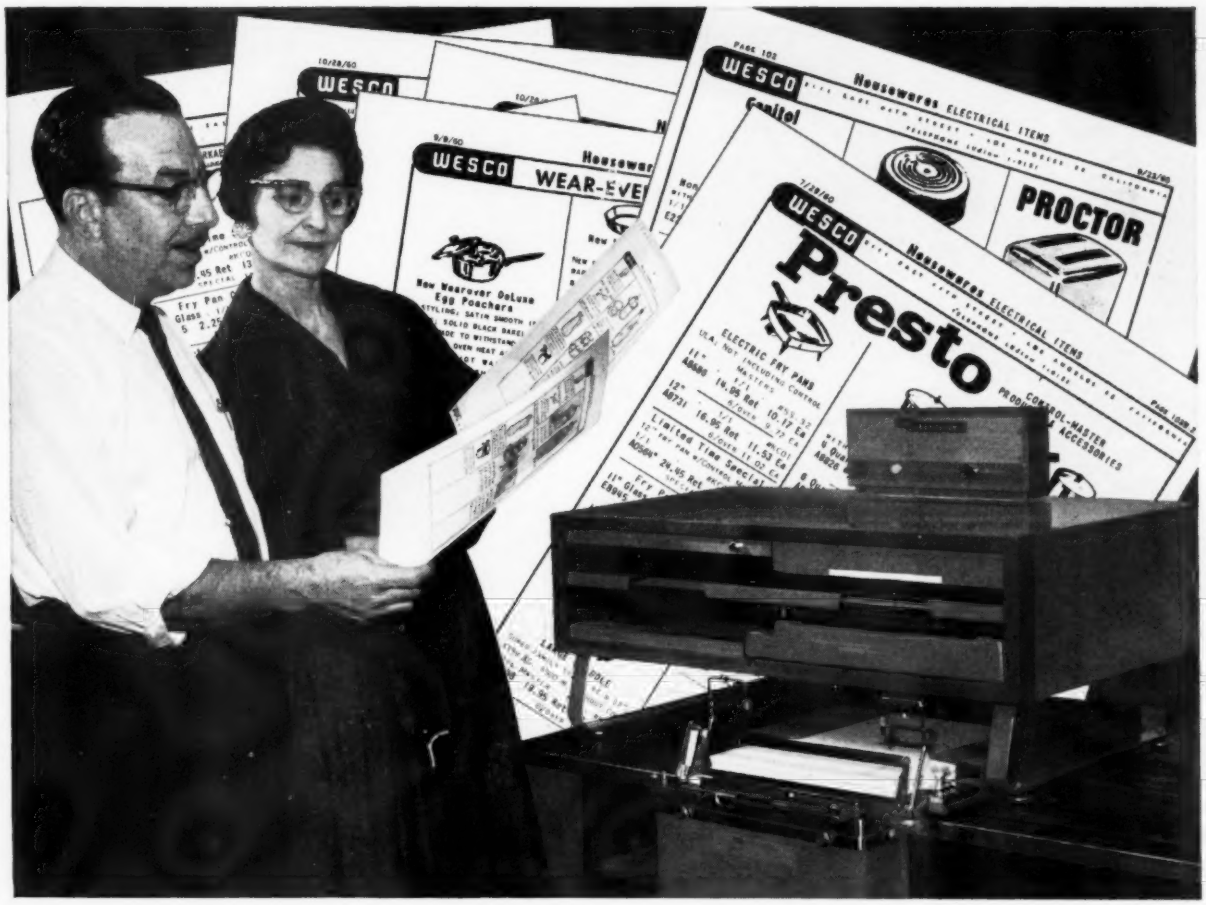
You saw men digging in the throbbing German metropolis of Frankfurt. You saw them digging in large Swedish cities like Malmo and in charming smaller towns like Nybro. Trying to cross Piccadilly at Hyde Park Corner makes you feel like an animal in a maze—a maze of steam shovels, barriers, yawning holes, hazards. Even the 19th Century grace of Copenhagen's Tivoli is shattered by blasts of nearby pneumatic drills, pulverizing something old to make way for something new.

Still, you inquire: what is going on? The answers scarcely differ from those you get in New York. Or Chicago. Or Dallas, or Yankton, S. Dak. The city is growing. Offices are installing air conditioning. Companies are installing big electronic computers; automating. All this requires more electricity, more water power. Dig we must to enlarge the conduits which supply them.

New sleek buildings thrust their Park Avenue silhouettes into vastly dissimilar places — in red-roofed German *Dorfs* no less than in grey British cities — but a fast-paced itinerary serves to accent similarities more than differences. The billboards in picturesque Heidelberg, announcing the opening of a modern office building in September (they note that a few choice suites are still available), seem not unlike the architectural renderings postered on bustling Oxford Street in London, telling of a similar civic improvement.

Western Europe, in short, is booming. Prosperity is a visible thing in places which not too many years ago bore the deep marks of war's ruin. The administrative manager of a large steel fabricating company in Wurttemberg, showing a visitor whole floors filled with IBM data processing equipment which control inventory levels and orders for customers around the world, points out the window to factories which will soon be automated from this same control center. "Our one problem is manpower," he says. "We cannot get enough — even with automation." He tactfully avoids comparing his shortage with our labor surplus — but, nevertheless, it is a rather disturbing thought with which to return to the States.

—Walter A. Kleinschrod, *editor*



Reduced-scale offset masters are made in less than 2 minutes with office camera and Kodak Ektalith Loader-Processor (shown above)

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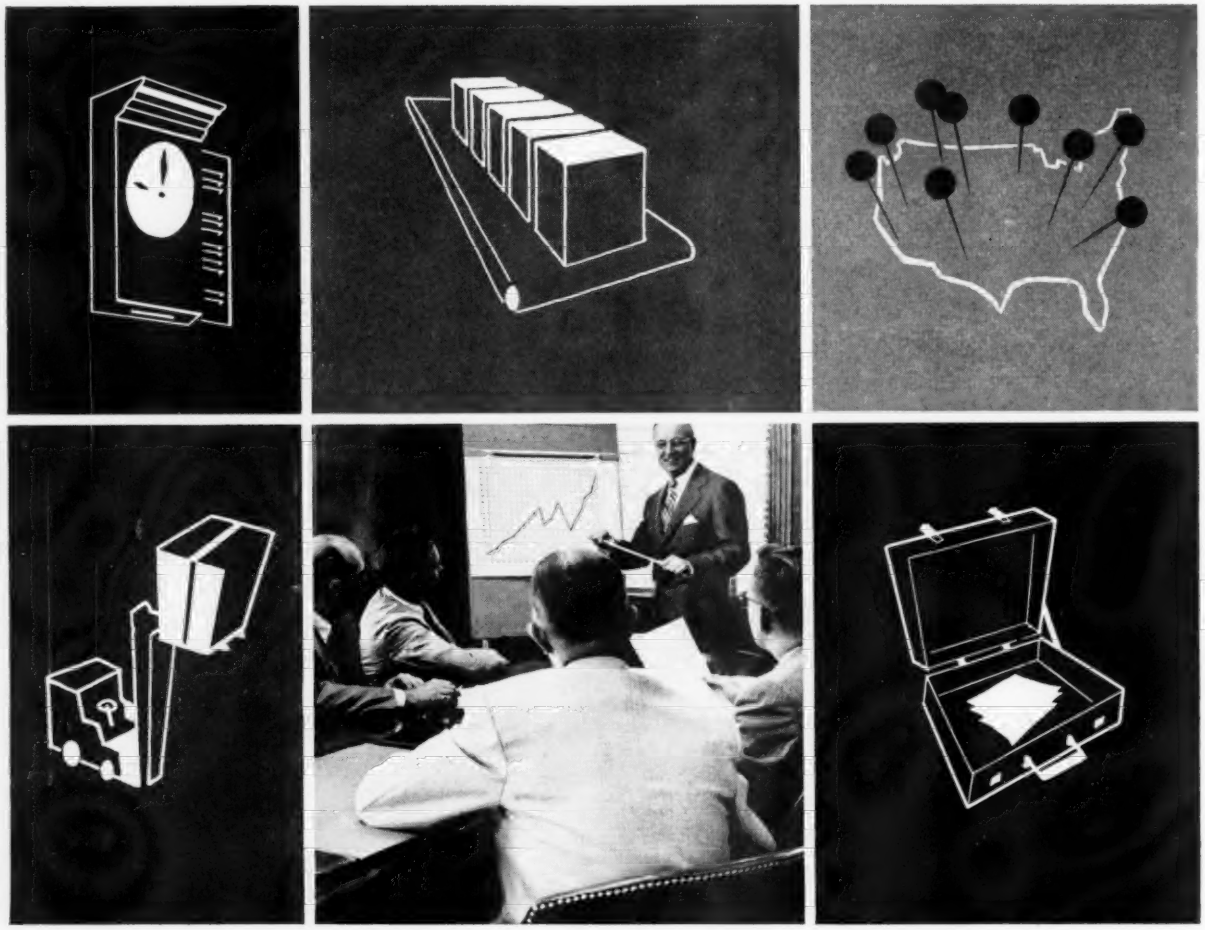

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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle No. 38 on Reader Inquiry Card)

An exclusive interview with Seymour Louis Wolfbein—

KENNEDY'S AUTOMATION "DOCTOR"

New director asks management's cooperation. But question looms: Does he have the power to put his recommendations into practice?

By LARSTON D. FARRAR
Administrative Management
Washington Correspondent

Another fundamental ingredient of a program to accelerate long-run economic growth is vigorous improvement in the quality of the nation's human resources. Modern machines and advanced technology are not good enough unless they are used by a labor force that is educated, skilled, and in good health.

—President John F. Kennedy

THE man who is supposed to find a formula, discover a vaccine, or compound a prescription for the pain accompanying the inevitable changes wrought by automation can be found on the second floor—known as "Executive Row"—of the huge Department of Labor Building in Washington.

Seymour Louis Wolfbein, new director of the new Office of Automation and Manpower, was singled out for that post April 20, the day the office was created, by Secretary of Labor Arthur J. Goldberg.

In setting it up, Secretary Goldberg underscored the fact that one of the principal purposes of the Labor Department since its founding has been "to foster, promote and develop the welfare of the wage earners of the United States, to improve their working conditions, and to advance their opportunities for profitable employment."

"Automation and other technological developments have increased productivity and displaced workers," Secretary Goldberg continued. "They have also brought benefits to the economy."

"The skills required of our manpower change as our technology changes. Automation and other technological developments require greater skills from the labor force and displace those with lesser skills. These developments will accelerate in the years ahead. They will pose special problems for workers who suffer un-

"I'd like to be the one . . . who can develop what Secretary Goldberg calls an 'early warning system' that industry can use . . . to foresee the impact of automation so as to plan to soften its deleterious effect on workers."

—Seymour Louis Wolfbein

Larston Farrar, Washington correspondent for Administrative Management, interviewed Dr. Wolfbein in his office at the Labor Department. Farrar is also the author of many books stemming from his Washington coverage.

"Automation . . . holds the promise of a good society far beyond the dreams of our economists . . . a half-century ago."

Dr. Wolfbein cannot be called automation "czar" since he has only advisory powers

employment and must acquire new skills to meet changing manpower needs."

The Secretary, in establishing the new office, declared that it was designed to:

1) Examine employment and unemployment by industry, occupation, and area; to examine current and anticipated technological changes, and all phases of technological unemployment.

2) Develop programs for expanding and improving testing, counseling, training and placement of workers displaced by automation and other technological developments.

3) Develop programs for expanding and improving testing, counseling, training and placement of workers entering or already in the labor force, in the light of changing demands resulting from automation and other technological developments.

4) Serve as a clearinghouse for information dealing with various aspects of automation and technological development; conduct conferences with employers and workers affected by automation and other technological developments, and prepare appropriate literature for distribution to interested persons and organizations.

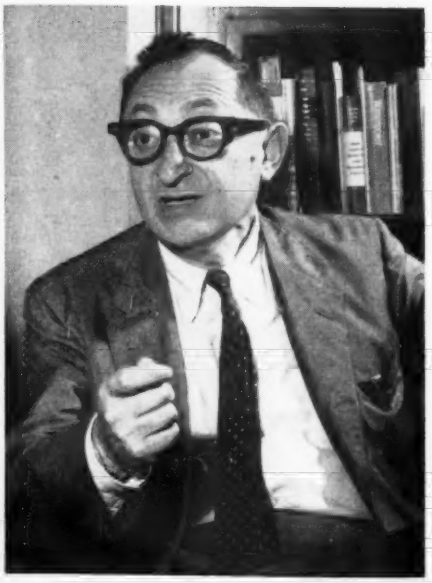
At first blush, some reporters were constrained to label Dr. Wolfbein "the new automation czar." But closer study of his assigned duties indicates that his role will resemble more that of a physician, with duties closely prescribed by law, and his success (or failure) depending as much on his "patient"—the nation's business community—as on any "remedy" Dr. Wolfbein might formulate.

He cannot truly be called a "czar" because he has no authority to "knock heads together," to force industry to take his recommendations, or to exercise arbitrary power in any direction. Yet, in a sense, granted that his recommendations make sense to most officialdom, the power to see that the patient takes his medicine is implicit in the new office which Dr. Wolfbein directs.

"My work is cut out for me"

For behind him in those recommendations, if they are valid, stands a Congress that may be willing to grant new legislation he may recommend, and beyond the Congress, there are labor leaders and their millions of members, plus the members of the public fearful of the future, who will exercise the moral (and political) pressures necessary to see that the patient *does* take his medicine.

At 45, with black hair flecked with gray, Dr. Wolfbein takes his responsibilities—but not himself—seriously. He says, with a smile, that he has been in Government "forever" and he is well aware both of the opportunities and the restraints his new post entails. As Deputy Assistant Secretary of Labor since May, 1959, an appointment which culminated almost two decades of work on subjects intimately connected with labor problems in Government, he has few illusions



"But we do not know what really happens (under the impact of automation). I'd like to find out."

"The lives of millions of people—each an individual with all the hopes and fears of any human being—are tied up in finding the answer, or answers."

about what he can, and cannot, do, under the specific authority granted in the directive issued by Secretary Goldberg.

"My work is cut out for me," he asserted briskly, shortly after he received the new appointment. "The President and the Secretary of Labor are determined that the Government shall be geared to meet the challenges of automation and the manpower problems which flow out of the changes.

"I view my new powers, such as they are, as a means by which the Department of Labor, through this new office, first, can enhance the work of existing, operating bureaus which have to do with studies of automation and its impact upon people, and, second, to pull together *all* the forces and facilities in the Department which can be used to concentrate on this problem and to find valid solutions for phases and facets of it.

"The success of whatever work we do in Government, and of whatever programs we might formulate, naturally *must* depend upon the manner in which responsible business management pitches in and cooperates by making use of the management tools we are striving to develop.

"The object of all our studies, and all our programs, is to make available to industry a trained labor supply. This is in the public interest, for a trained worker is a valuable worker, valuable to the country, valuable to his family, and, of course, valuable to the company for which he works.

"Business management, whether some business managers realize it or not (and I believe that many, perhaps most, of them do realize it), has a vital role to play in this period of great stress in the world. By cooperating with the Department of Labor on these plans and projects, which will be formulated only after consultation with management and union technicians and leaders, business management will be able to help us to develop the kind of society that will keep our country in front of all the world as a model for swift industrial progress."

"Management's role is a vital one"

"It's a job for everyone of us—not just government, not just labor, not just business, and not just the public. Management's role is a vital one and, depending upon how management catches the vision, it can be even more vital in the years to come.

"In order to do the job, I will be able to call on other agencies already in existence. I do not contemplate any large staff for my office, for the job is more one of coordination than of 'empire building.' I have no taste for empire-building, anyway.

"For example, there is the Division of Productivity and Technological Development, headed by Leon Greenberg, with 50 employees. It will be working closely with me. I expect to use the facilities of the Bureau of Apprenticeship and Training, and of the Bureau of Labor Statistics, and the Division of Man-

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Wolfbein will establish clearinghouse

power—not to forget the vast facilities of the 1,800 local offices of the Bureau of Employment Security.

"We will use caution in every recommendation. But we expect to cause a change—slightly in some respects, more significantly in others—in the direction of the course of the Department of Labor—and, it follows, the Federal Government—in meeting the challenge posed by the Sixties now upon us."

To help make up his prescription for the nation's future, Dr. Wolfbein says he will also use the enormous information-gathering facilities of the Department of Labor—and cooperating agencies, public and private, including industry — to learn:

1) Exactly what *is* happening in the field of automation.

2) What impact the developments are having upon the economy and upon the people in the economy.

3) What *can* be done, if anything can be done (and he is sure that there are many stratagems that can be adopted to assuage and temper automation's impact), about what is happening.

Communications to be used

"We know some tentative facts about the challenges posed by automation and the terrific productive thrust it is having in various segments of our economy," he points out. "Strictly speaking we have had automation since the 'first' industrial revolution began. But only in recent years have its effects become as explosive as they are now becoming, with relation to millions of people involved.

"I'd like to be the one—or among the ones—who can develop what Secretary Goldberg calls an 'early warning system' that industry can use, in all branches, to foresee the impact of automation so as to plan to soften its deleterious effect on workers and to assuage the economic pain all along the line," he declared, firmly.

"We have, as noted, some ideas about what happens when the impact of automation is felt, but we do not know what *really* happens. I'd like to find out. The lives of millions of people—each an individual, with all the hopes and fears of any human being—are tied up in finding the answer, or answers."

A vital part of his duties, as he views his role, is to find out how to use communications to soften, or ameliorate, the harsher impacts of automation.

"Automation has been felt most keenly in farming and in many a factory. Now, it is more and more felt in the offices of the nation, particularly banks, insurance companies, and those institutions which formerly hired thousands of workers for bookkeeping and other chores."

"Working with labor leaders and with industrial leaders, I feel that we can come up with procedures which will make it possible for our society to enjoy the benefits of automation without, simultaneously, having to pay such a terrific price in the wrecking of lives, or a part of the lives, of so many millions of individuals.

"If, through this office, we can establish a clearinghouse by which the word can be spread in advance, as to which industries are going to be feeling the onslaught of automation, perhaps we can formulate means by which the early warning can be given to all concerned.

"Education—in all its phases—is vital, of course, for the more education a person has, the more apt he will be able to find himself a niche in this increasingly complex industrial machine represented by all the units of production and distribution in our society."

By communications—used in its broadest terms—Dr. Wolfbein feels that he and his associates "and all men of goodwill" can work with greater success to ameliorate the inevitable economic upsets that follow in the wake of automation. There is, of course, no thought of "fighting the machine," or standing in the way of technological progress in any direction.

"Such change is absolutely vital for our existence," he declared. "When we don't grow, we're dead.

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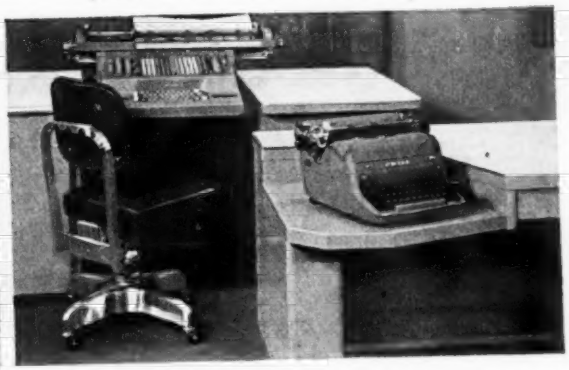

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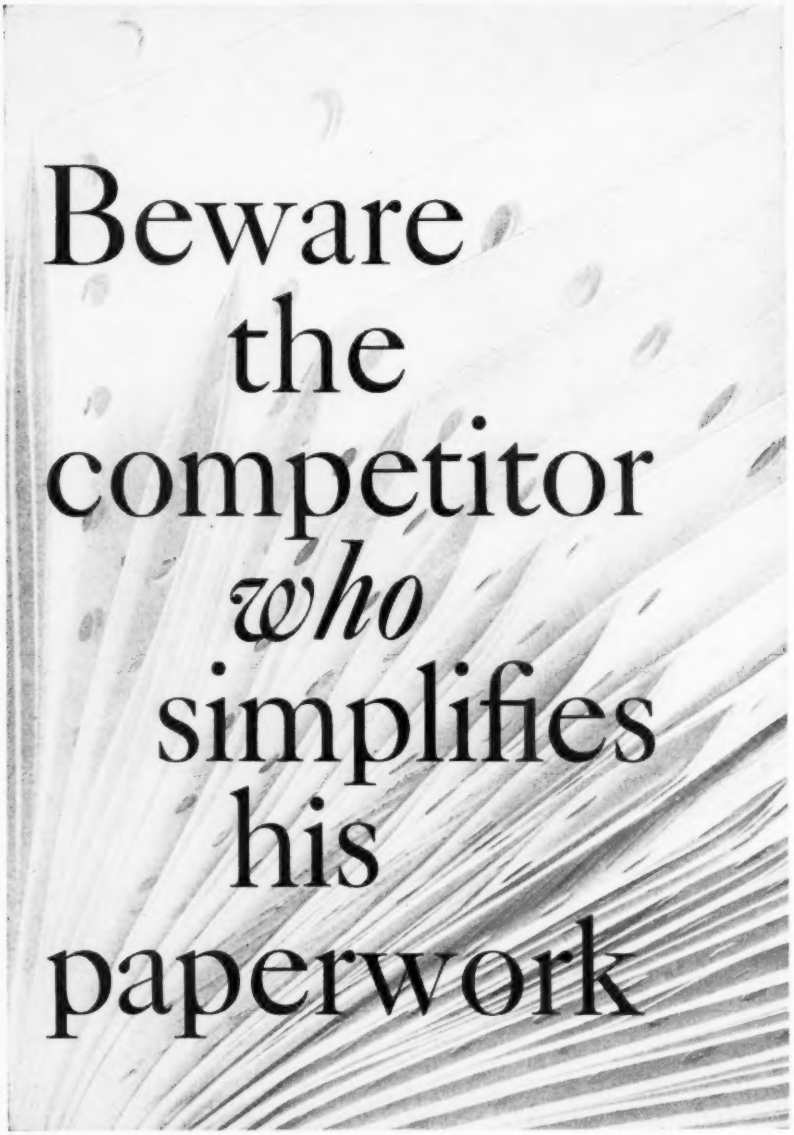

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"The big reason I welcome this challenge is that it offers a way to help *all* our people to realize some of the fruits of the great progress which lies ahead, as well as protecting those who have enjoyed the fruits of the progress of the past."

"It's a terrifically big problem, with incalculable angles and challenges," Dr. Wolfbein said matter-of-factly. "It will test the mettle of all of us who are involved in any degree. I welcome the opportunity to be in the middle of it."

Wolfbein is Brooklynite

Uncle Sam's "automation doctor"—if such he proves to be—was born in 1915 in Brooklyn, an area teeming with people and changes for decades. His father was a garment worker and knew David Dubinsky, in those days working feverishly to organize and spread the influence of the International Ladies' Garment Workers Union. Within two weeks of the time he was appointed to his new post, Dr. Wolfbein was conferring with Mr. Dubinsky and other labor leaders at a conference in Washington, as part of his preparation to formulate his own work program.

Young Wolfbein attended Columbia University, where he received his B.A., M.A., and Ph.D. degrees.

He entered the Department of Labor in 1942 as Chief of the Occupational Outlook Division. He served two years in the Army, returning to his post in Labor. Later, he was promoted to the Chief of the Division of Manpower and Employment of the Bureau of Labor Statistics, and, as noted, in 1959, was named Deputy Assistant Secretary of Labor.

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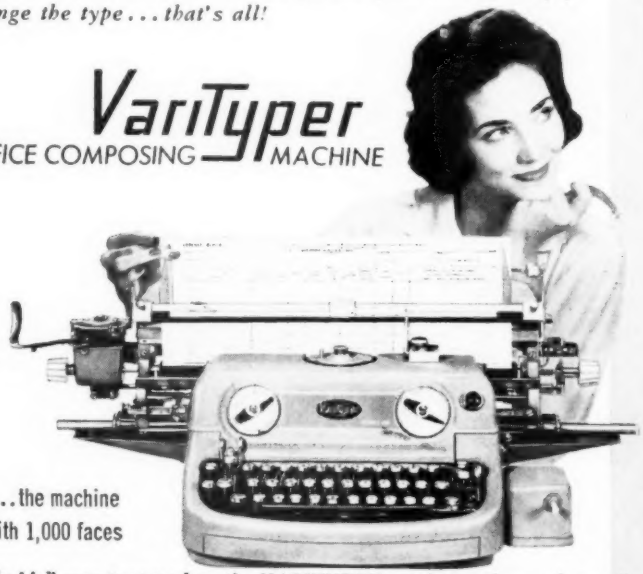

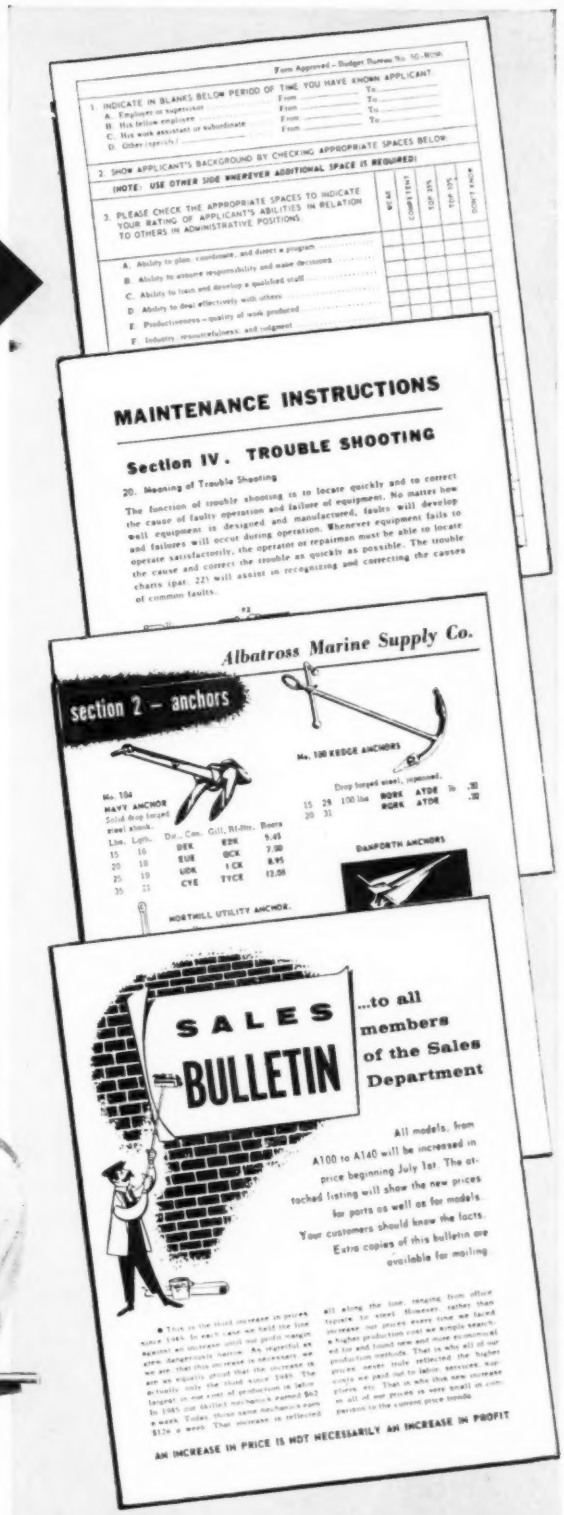

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(Circle No. 48 on Reader Inquiry Card)

Is yours a "65 per cent" office?

SIX STEPS TO CLERICAL EFFICIENCY

Begin by spotting the one-third of effort wasted in "average" job

By E. DUNCAN MacKENZIE
Assistant Secretary
Mutual Insurance Co., New York

OFFICE EMPLOYEES without work standards, according to available estimates, perform at about 65 per cent efficiency. This is a generalization, of course, since units under close supervision perform much better.

Work standards, however, will increase the productivity of almost any office now working without them —regardless of the present efficiency of the unit. Since standards are important, how do you arrive at those that are fair, just, and acceptable to both employee and employer? Because of this problem, it has been said about time study engineers that they "do not recognize the difference between efficiency and acceptability."

Time and motion study by a qualified observer with a stop watch is the method recommended by experts in the field of office work measurement. Time allowances thus obtained are scientifically accurate and mathematically dependable. The same pundits are equally convinced that this is the poorest psychological method. A stop watch in an office will create hostilities that are impossible to mend. The need, then, is for a measurement method with some of the accuracy of time study and less of the unfavorable employee impact—yet a method easy to compute and develop.

While much office work cannot be put on work standards, much of it can. Work that is repetitive and does not require investigation and reasoning on the part of the worker can be standardized. You are the best judge, but some ingenuity must be used. If a file clerk had to count the number of pieces of paper she filed, for example, the added work would not be worth the increased efficiency. In such a situation you could measure the filing in inches of paper.

These six steps can be used to set up an office work standard:

1. Select the individual type work and item that is to be placed on standards.

2. Compute the number of working minutes per day.

While the stop watch may be the most scientifically accurate measuring device of clerical productivity, it is the poorest psychological method.

3. Time the selected work operations.

4. Allow the standard deductions for personal time and fatigue.

5. Equate the time per item to a 100 per cent scale.

6. Develop a score sheet.

These six steps can be put into operation in the following manner:

Select the individual type work and item that is to be placed on standards. Although any endeavor can be placed on a performance standard, a standard that is not tight and meaningful is of little value. Therefore, the repetitive tasks that do not take too much time for completion per item are ideal. Dictaphone transcribing, policy typing, tabulating card punching, policy checking, letter writing, and filing are examples. If a financial report is to be typed and it takes an employee two full days of typing to complete it, however, this is a poor work unit to select. Instead, break the operation into units of work requiring less than 10 minutes each.

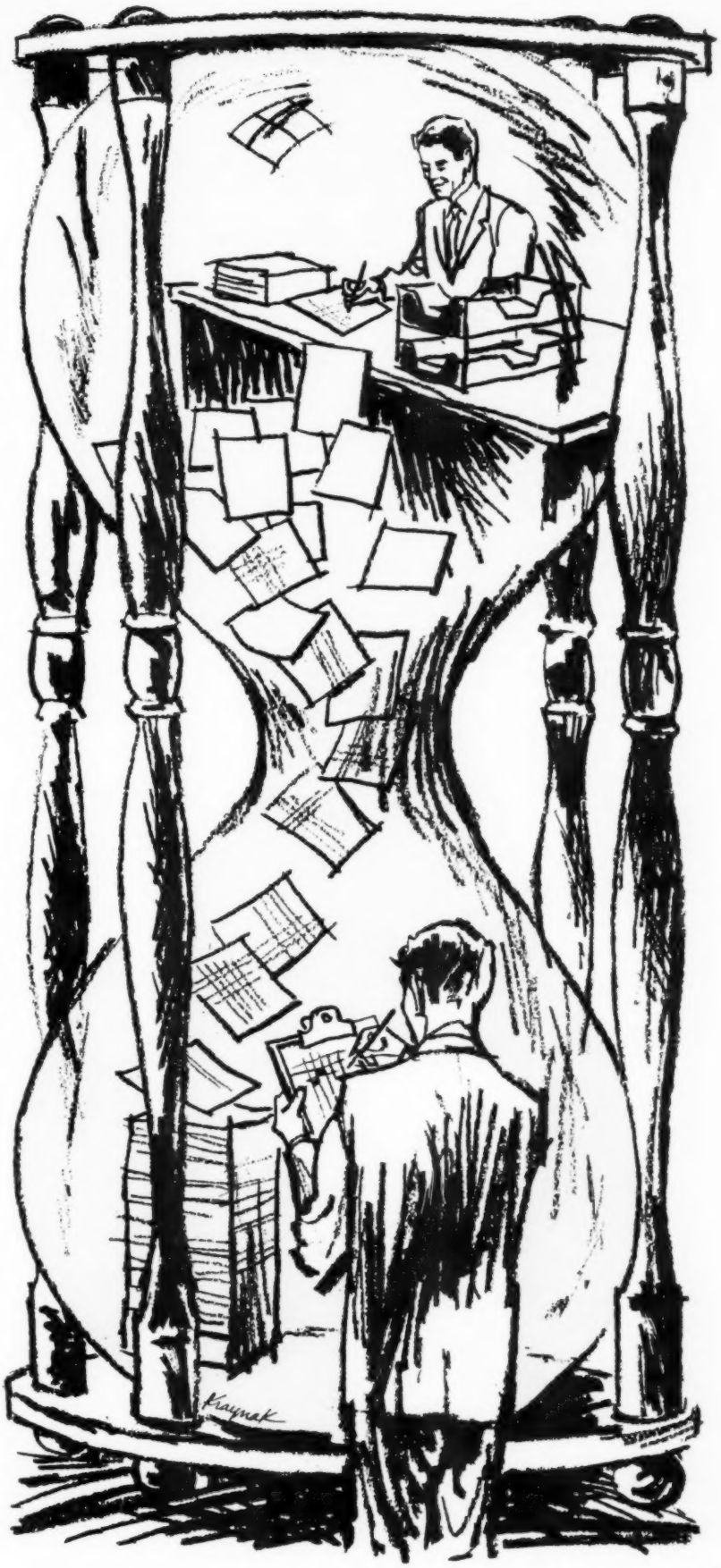
Don't be discouraged

Compute the number of working minutes in a day. This is a simple arithmetical problem of subtracting from the total day the time that is allowed for rest periods and lunch periods. No allowances are made for personal time and fatigue; this will be done later. Assume work hours are from 9 a.m. to 5 p.m. with a one-hour lunch period and a 15-minute rest period in the morning and afternoon. The computations would be as follows:

Total time	480 minutes
Less lunch	60 minutes
	420 minutes
Less rest periods.	30 minutes
Total	390 minutes

Time the selected work items. This is the most important step in the entire study.

It is best to select a top performer in the office to do the work. In this way, scores will finally be equated at a 100 per cent scale, which should mean perfection. Possibly you have a supervisor in the



Do not expect industrial manufacturing efficiency

operation who can do the work as well as any of the individuals. If so, she should be your test subject.

Select work that will take more than an hour to complete. Of all the work, select a normal sampling of one type. In an insurance company, for example, you could select all automobile policies. Among such a selection some will obviously be longer than others, some will have longer or shorter names, some will have more or less typing. The first might take five minutes to type, the next three, the next two, and the next ten. This is unimportant as long as it is a representative work load.

Here is where most office administrators become discouraged and say that standards cannot be applied to clerical work. They reason that it is too varied and that each task is of inconsistent duration. The complete standardization of an industrial operation in which the product and operation are always identical cannot be approached. Practical and workable standards can be developed for the office if the method outlined is properly followed.

No need for stop watch

Put the test employee to work typing just one kind of item, such as automobile policies. Let her work on these for one hour. During this hour observe her to satisfy yourself that she is working at what you consider to be a normal pace—not too slow, or at a speed that she could not continue all day. A single hour's test may not be enough depending on the time required for each operation or the number of items finished in one hour. If the same test is made by the same person for a number of days and the results are averaged, a proper and workable value can be obtained. You will find, however, a considerable consistency between tests. A test period longer than one hour is not desirable since fatigue and pressure will begin to affect results.

Do not expect industrial manufacturing accuracy. You will not get it nor do you need it. The problem in industry is to make a product for a certain cost figure. The problem in the office should be the same, but since it cannot be measured, the true problem is to get a measurable full day's work from each employee.

A standard set in this manner has many advantages. It does not necessitate the application of expertly determined time study factors. A stop watch does not have to be used. The general routine need not be disturbed; the operator will make the normal number of errors and corrections. She will also have to get her supplies. In short, anything that can lose time is built into the test. The only factor that must be added is fatigue. In addition, all the work items do not have to be of the same size or time factor. It does not matter if one policy takes two minutes to type and the next five, since the objective is an average figure. Scores will be kept on a broad enough base to arrive at a proper, fair score.

Allow the standard deductions for personal time. The test employee will work for an hour under normal conditions without interruption. Obviously, she could not continue this pace for the entire day. In the repetitious work used in testing, workers get tired, bored, and have periods when they are

Can the output of these clerical workers be measured accurately?

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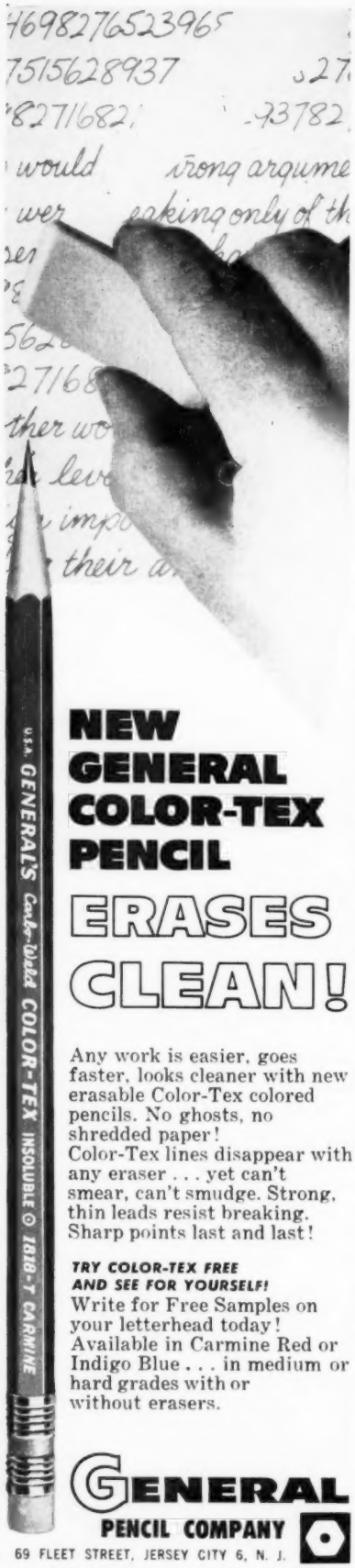
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Clerical efficiency depends on system

less efficient. Some allowance must be made. There is little agreement as to what this should be. It varies with the industry from zero to 25 per cent. Zero is too low and 25 per cent too high. You are best able to set the figure for your office. Ideally, it will be an estimate and will be governed by the general climate of the office. You cannot put a *laissez faire* office onto a railroad schedule overnight without chaos. An allowance of from 5 to 10 per cent is a reasonable figure. Using 10 per cent as a factor, the 390-minute day calculated under item 2 has shrunk 10 per cent (39 minutes) and is now a 351-minute day.

Equate the time per item to a 100 per cent scale. In the test used for automobile policies, the employee typed an average of 12 an hour. After studying the results and being satisfied that this was a representative figure, the output can be equated to a 100 per cent scale. This is important since any office has a mix of work, and it may never be possible to get a full day's production in one item. Thus, the employee never knows whether she has reached a proper goal. Neither do you without a lot of mathematics.

Earlier computations showed a 351-minute day available for productive work. Thus, in one day a top worker should produce 70.2 automobile policies (12 per hour, five minutes each). Dividing 100 by 70.2 provides a factor for automobile policies. The factor carried to two decimals (no more are necessary) is 1.41. Therefore, if a typist works a full day and produces 71 policies, she merely multiplies the number of policies produced by the factor to get her work score for the day, i.e., 71 x 1.41=100.11 per cent. With this scoring system, it is entirely understandable to employees that some produce more than others. They are all running on the same track under the same conditions. To test the scoring further, assume a trainee typist does but 35 policies in a day. Her score would be 35 x 1.41, or 49.35 per cent.

This procedure is carried out for the entire range of typing operations, and separate factors are arrived at for each. It then makes no difference what mix of work a typist might have for a day's work; her score will tell her what she has done for the day in relation to perfection. She may be typing ten different forms, all with different factors. If she does the proper number of each, she will total her score and get 100 per cent. An added advantage of the 100 per cent scale is a qualitative understanding by the employee.

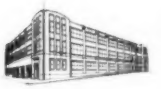
Develop a score sheet. This is simply giving each operation a title and assigning the factor to it. A listing of the operation should have a space for the typist to keep her score plus the factor for the operation. When the typist completes an operation, she marks her score sheet. It is not necessary for her to total them or calculate them; this is a job for the supervisor.

As an aid to the supervisor, a table should be made up for the various operations to give immediate scores for any possible number of typing operations. The scores are totaled daily and weekly. They will be quite accurate if you have done your groundwork carefully. Even if they were not, you would still have a valuable tool for the comparison of individual employees on an equitable basis.

A factor system, once developed for all work, will enable you to estimate future employee needs. It is particularly accurate since it enables you to estimate needs on the basis of the abilities of the employees you have. Some will be 100 per centers, some 80, trainees perhaps 40. A little arithmetic and you can arrive at your needs to get any amount of work done in the future.

These procedures can be applied to any office operation that fits the requirements of short intervals and is of a non-intellectual nature. Industry-oriented time study experts may feel that there is not enough science involved or that too much judgment is used. The system does work, however, without much of the pain attributable to more exact methods.

FROM ONE SOURCE



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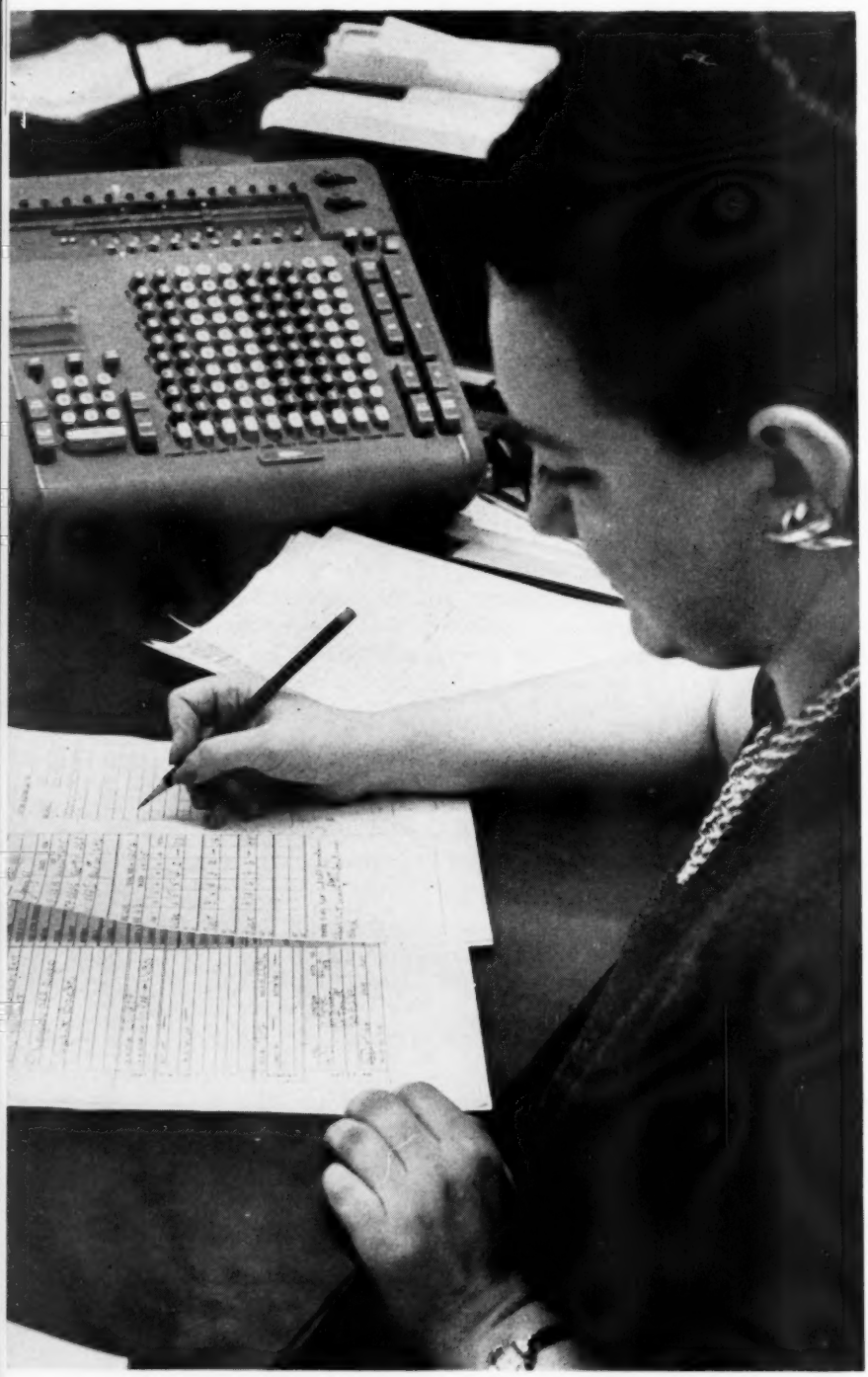
Manhattan Shirt Co. ends order delays with new copying system



WHEN AN increase in orders strained the reproduction department's already tight schedule, the Manhattan Shirt Co. found that an inexpensive office copying machine could add valuable manhours to its present data processing capacity, while eliminating costly errors.

George Mealy, purchasing agent for the Paterson (N. J.) firm, reported this as he explained how an increase in business—resulting in a growing need for the reproduction and distribution of production orders—was met without tying additional employees down to tedious transcribing jobs.

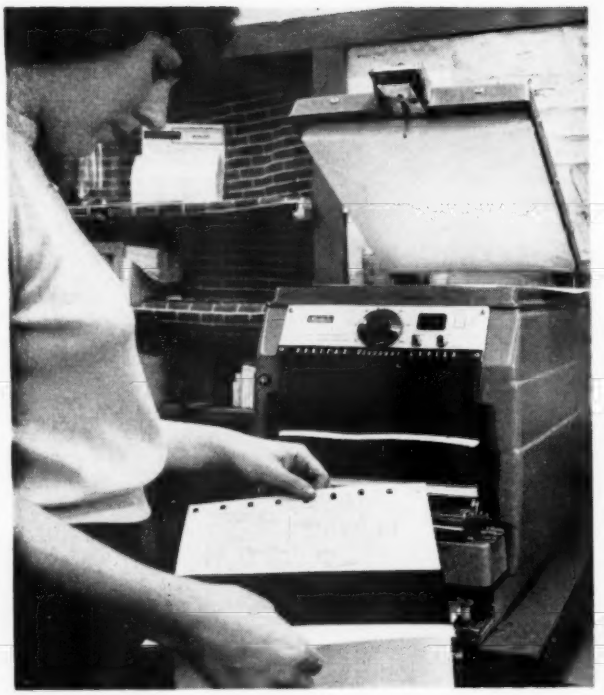
The Manhattan Shirt Co. carries out an entire factory operation, from purchasing raw stock to cutting, labelling, stitching, laundering, and finally packaging shirts for market. To meet market deadlines, each department must carry out its specified operation in a rapid assembly line fashion.

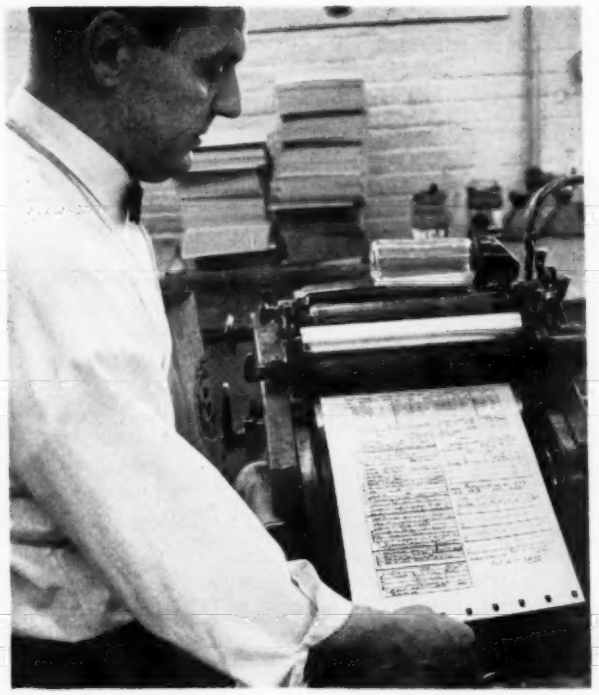
Specifications are listed on production order forms, which originate in Manhattan's merchandising department and are reproduced and distributed by the reproduction department.

About 50 of these production order forms must be combined with costing forms and reproduced every day to keep the office operation running on an even keel. These combined forms are distributed to some 20 key points throughout the company and are subject to correction and change at any time.

The installation of a Kodak Verifax Viscount Copier has allowed the Manhattan Shirt Co. ultimate flexibility in meeting the increasing pressure on the reproduction

◀ **Merchandising department speeds order on its way by taping cutting order to production order and sending it to the reproduction department, where copies will be made and distributed throughout shop.**





Production order is transformed into paper master (left) and used by reproduction department to prepare copies for distribution.

department while realizing these important advantages:

1. An estimated 80 manhours—or the fulltime of two clerical employees—have been saved from the projected schedule of what it would take to handle the new workload.

2. Clerical retranscribing has been practically eliminated, doing away with the factor of human error that was always possible under the former system.

3. Simple office copying techniques permit any employee to use the equipment with only a minimum amount of instruction.

Here is how the new system has allowed Manhattan Shirt's reproduction department to increase efficiency and add 80 manhours to its present operation with no changes in personnel:

As each order is received, the merchandising department initiates a 16-by-10-inch preprinted form on which penciled instructions are given to various other departments.

These instructions include information that identifies the order by lot number and breaks it down into colors, styles, and other miscellaneous information. At the same time, a cutting order on a 5-by-10-inch form is prepared by management, giving the cutters in-

Head of production control department uses one copy to check production runs.

Photocopying system simplifies operation

structions and authorization to go to work on the lot.

The cutting order is attached to the production order with transparent tape, as an overlay in the lower right hand corner. In a matter of minutes, any clerical employee in the department is able to reproduce the 20 orders needed for distribution.

Working under ordinary room light, the overlayed order is exposed to a sheet of light-sensitive matrix paper in the Verifax copier. The matrix is then taken from the copier after several seconds and placed in an activator solution. After activation—a few seconds—the matrix is brought into contact with a paper offset master and stripped away.

After a few quick swabs with etch solution, the offset master is dabbed with a wet sponge, and is then ready to be run on an offset duplicating machine. With this system, Manhattan Shirt's duplicating department can deliver the needed 20 work order copies in two to three minutes.

When just a few—from one to five—copies of a work order or other document are needed, Manhattan Shirt produces them directly from the Verifax matrix. That is, instead of preparing an offset master, the operator simply transfers the matrix image onto bond paper. This method is cheaper and quicker in cases where only a few copies are required. This option of producing paper copies or offset masters gives Manhattan Shirt complete flexibility in the production of work orders.

With Manhattan's former system, the reproduction order was an original paper master. Merchandising used a special pencil to fill in production information before sending the production order to the reproduction department for duplication. Separate forms were used for the cutting order and for costing.

Every time there was a production change, a new master had to be used, new information entered, and old information transcribed. With the new system, changes are handled in a matter of minutes by crossing out the old data, entering new figures and sending the form back for a new master, reproduction, and re-distribution. Only the corrected figures have to be transcribed and not the entire form, as in the case of the former method.

"In view of recent increased production at Manhattan, the old system would have required two additional clerks to handle the volume," says General Office Manager John L. Calano. The installation of this copying equipment has therefore freed two clerks from a tedious transcribing chore—a task always subject to human error—for more important duties.

The equipment has also simplified the office operation by combining three forms and has put necessary production information into the hands of the people who need it the most to do their jobs as fast as possible.

Company policies differ On military service pay

Company policies vary widely on employees scheduled for summer encampment duty with the National Guard or armed services reserve groups.

This was the finding of Industrial Relations News (IRN), a weekly management newsletter, after surveying 33 American corporations. The survey shows that many firms surpass the minimum requirements of the Universal Military Training and Service Act. The act requires that they give a full paid vacation in addition to two unpaid weeks off for military duty.

The law, amended late last year, prohibits companies from requiring an employee to take his vacation coincident with a summer encampment or cruise. And he must be given a paid vacation in addition to his service absence if fellow employees who have no military obligations receive paid vacations.

This does not mean, reported IRN, that an employee could not elect to take his holiday at the same time he attends his summer encampment. But the company cannot legally force him to do so.

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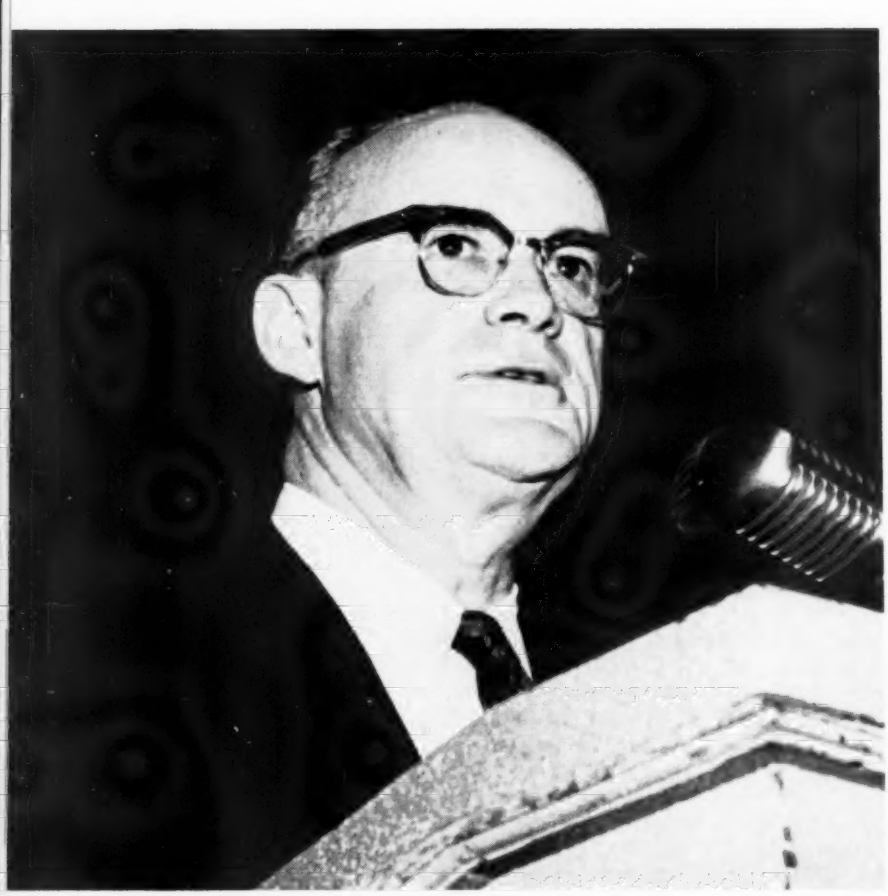
First of two installments on 42nd NOMA convention—

RISING COSTS CHALLENGE OFFICE MANAGER

Speakers urge job upgrading, use of new administrative techniques



By JOHN ALLAN RHEA

COST REDUCTION for profit improvement, better customer service, and competitive capacity in world markets – this was a note sounded often at the 42nd international convention of the National Office Management Association.

The meeting, held in St. Louis last month, opened with a keynote address on the subject of mounting business costs, and the theme was carried through many of the seminars, concurrent technical sessions and open forums. Conference participants sought ways by which the office could make substantial profit contributions to the entire organization.

The answer, in the words of many speakers, is in the transformation of the office from its traditional role of tolerated "overhead" to a dynamic information center that can provide management with the reports it needs at the price it is will-

"The office manager . . . has to raise his sights . . . he has to become the fifth spoke in the total administrative wheel." —Dr. James R. Taylor, new NOMA president.

Sessions such as these attracted more than a thousand NOMA members to St. Louis.

ing to pay. Speakers further agreed that the typical office manager is not equal to this task. They urged that he upgrade himself by expanding his scope to company-wide administration and by learning to use the revolutionary new data processing tools that are now available.

"Millions down ratholes"

Keynoter Cameron Hawley led off the parade of gadflies by diagnosing America's industrial illness as a "creeping accumulation of corporate fat." The author of "Executive Suite," "Cash McCall," and "The Lincoln Lords," and himself a former marketing executive of the Armstrong Cork Co., charged that "thousands and millions of dollars are poured down ratholes just because everybody else is doing it.

"We have built up here in the United States the most fantastically complicated, grossly inefficient, and ridiculously expensive system of corporate control to be found anywhere on earth," he said. To support this accusation, Hawley suggested that the conferees compare their 1941 payroll to their present one. "An amazing number of jobs you are filling today didn't even exist then. But, by keeping prices high enough, there is still room enough under the umbrella," he commented.

This situation, Hawley noted, is reflected in the declining percentage of direct labor costs—now less than 10 per cent—in the retail selling price. He pointed out that the remaining burden is three to five times higher than in West German and Japanese industries. "Our inability to compete is much less than wage rates, but this fantastic burden at the other end."

This emphasis on controlling the elusive overhead formed the basis for one of the technical sessions held the following afternoon, Monday, May 8. Lionel E. Griffith, assistant controller of International Latex Corp., cited three reasons for excessive costs in electronic data processing:

1) Lack of planning and preparation;

2) Lack of management understanding; and

3) Use of inexpensive people.

The first defect has as its symptom the practice of the data processing manager who is "guilty of spewing information all over the company without much purpose or point." Griffith suggested that proper planning would indicate just what information was desired and in what form. He also noted that avoidance of esoteric trade jargon on the part of the data processing manager would go a long way toward gaining management understanding.

The third problem in data processing is labor costs. In a punched card installation in which the ratio of man-hours to machine hours is one to one, hidden costs are high. Not until that ratio is at least 1:2.5 is the installation running economically. Griffith added that these ratios apply to computers as well as punched card equipment.

Rising costs were also the topic of the all-day seminar on Monday, May 8. Before an audience limited to 100 persons, New York management consultant Frank M. Knox discussed methods of handling "Total Administrative Expense Control." (Excerpts from Knox's program will appear in next month's issue of *Administrative Management.*)

Decentralization has reversed

Another major problem that occupied the attention of the NOMA members is the changing status of the administrative function and its effect on their organization. Dr. James R. Taylor, newly elected NOMA president, spelled out this challenge in his "inaugural address":

"As the impact of increasingly elaborate communications and data processing equipment has affected more and more American concerns, there has been a reversal of the old trends toward decentralization. We now find a drawing back of traditional communications and managerial functions to a central place, a central office and operations center. That operations center has become the nerve center, the communications transfer point for all company activities." (*To page* 32)

U. S. corporate system is "fantastically complicated, grossly inefficient, and ridiculously expensive." — Cameron Hawley, keynote speaker at chapter presidents' dinner.

Data processing manager is "guilty of spewing information all over the company without much purpose or point."—Lionel E. Griffith, assistant controller, International Latex Corp.

NOMA speaker predicts "decision by exception"

But who is going to take charge of this nerve center? Dr. Taylor answered this question in an interview with *Administrative Management:* "The office manager is in an ideal spot to move into it—but he has to raise his sights. Instead of thinking of routine duties, he has to think of his function as parallel to sales, production, finance, and purchasing." He has to become, in Dr. Taylor's words, "the fifth spoke in the total administrative wheel."

Dr. Taylor, who is director of the graduate program for the School of Business Administration, Wayne State University, Detroit, admitted that the traditional office manager isn't ready for this responsibility, but that a "new breed" is coming up that is prepared for EDP (electronic data processing). "The controllers are eyeing this situation," he said, "but they lack the basic knowledge of the data processing function." Dr. Taylor added that "the systems boys are also ready to move into this one."

The new NOMA leader predicted that "the office manager will disappear from the scene," and will be replaced by the new title, "manager, administrative services." Some companies have gone a step further and created the title "vice president, administration." The administrative responsibility must become an upper middle management function, Dr. Taylor told *Administrative Management.*

A. Edward Riddle, director of office administration at the Colgate-Palmolive Co., described the qualities needed in this administrator in his presentation, "Emerging Opportunities for the Administrative Manager." "The new administrator . . . must have clearly established confidence in his capability of running a good shop by rendering efficient service at minimum costs. He will have to be . . . alert to the profit possibilities within his own area, not only by improving operations, simplifying methods, and controlling costs, but also to be aware of perimeter effects throughout the company."

Since the office administrator will supervise the company information center, Riddle said, he must give priority to the problems of other departments if his center is to justify its existence. He must realize that the efficiency of the company organization as an entity takes precedence over the convenient operation of the administrative service functions.

The "looped road" system

The goal of the information system is to provide "decision by exception," he stated. This will mean more emphasis on "programmed decisions" and "non-programmed decisions."

"A computer is capable of making decisions based on a predetermined formula in much the same manner as a clerk, and if a formula does not apply the data are referred for a non-programmed decision. The challenge in the making is to go as far as possible in the development of programmed decisions. This, of course, can be done without a computer, but it hasn't been. The computer, unknowingly, has become the impelling force," Riddle said.

Another speaker, Robert D. Pash, director of planning and administrative services at the Micro Switch Division of Minneapolis-Honeywell Regulator Co., stated that data processing needs could best be met with a total information system, or "looped road." Some of this road has been surfaced, he said, some of it has been resurfaced, but much of it has yet to be constructed.

"The question is no longer whether total integrated management systems can be achieved, but how soon," he predicted. Pash cited his own division's experience in establishing a system under which output from the total system becomes input for the sub-system. The results have been better manage-

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NCR PAPER (NO CARBON REQUIRED)

(Circle No. 31 on Reader Inquiry Card)

WHAT ROLE WILL DATA PROCESSING PLAY IN YOUR COMPANY'S FUTURE?

ADMINISTRATIVE MANAGEMENT, which pioneered the first reports on Automation in the Office in its 1952 issue has long since extended its coverage to interpret in depth the role data processing is playing in the office, the trends that it has brought about, its implications for every aspect of the office's activities. 40,000 ABC paid subscribers* look to ADMINISTRATIVE MANAGEMENT to put automation in the correct perspective in the office field. In addition to its articles in depth on every implication of automation, the magazine reports each month the most important installations and latest developments in the field of equipment.

*Subject to ABC audit

Here are some typical features on data processing in recent issues.

Automation revolution will effect every phase of U.S. economy.....January

New thin-film computer memories multiply data processing speeds.....February

Burroughs new solid state B5000 designed for automatic programming .....March

Two-girl office handles million-dollar business —with automation.....April

Industrial control system utilizes IBM 1620 Computer .....May

Administrative Management

Formerly OFFICE MANAGEMENT AND AMERICAN BUSINESS

The Magazine of Administration and Systems

A GEYER-McALLISTER PUBLICATION

212 Fifth Avenue, New York 10, N. Y.

NOMA talks of computers

ment control and customer service, he said.

Beginning with the usual manual methods of data processing. Micro Switch went to mechanical equipment and then to a small-scale computer. The division will soon install a large-scale, solid state computer system, Pash said. (He smiled indulgently when asked which brand of computer.)

Financing the computer installation was another topic on the NOMA program. William R. Divine, deputy comptroller of the Southern Railway System, pointed out some of the advantages of purchasing a computer rather than the traditional method of leasing it from the manufacturer.

Computer purchase benefits

While leasing is greatly preferred by many companies because it does not tie up capital or commit the user to a potentially obsolete piece of equipment in the rapidly changing computer industry, Divine cited two advantages of purchase:

"High usage calling for extra shifts will often tip the scales in favor of purchase. So will a useful life extending well beyond the point at which rental payments would overtake the purchase price.

"There are four primary financial considerations in lease-purchasing decisions: 1) the useful life of the equipment, 2) the difference in costs between rental and purchase, 3) the desired rate of return on the equipment, and 4) the income tax difference."

Useful life, according to Divine, consists of technological life, or the time in which the computer will become out-of-date; the physical life, or the time the equipment takes to wear out; and the application life, or the length of time a company can make use of the equipment.

Although leasing is considered a hedge against obsolescence, it can be an expensive hedge for the user. A realistic lease price must include the manufacturer's hedge against obsolescence, too, Divine warned.

(To be concluded next month)

(Circle No. 8 on Reader Inquiry Card)

So much confusion!
So many claims!
Here at last are

THE PLAIN FACTS ABOUT OFFICE COPIERS

Why so many ways to copy? Why so many machines? Will they all do the same job? What's the difference in price? How much for copies? How good? How fast? Before you invest in *any* office copier, here are some pointers that will help you pick out the particular process that is best for your needs.

A SHORT, SIMPLE GUIDE TO COPY MACHINES

How to choose the one that's best for you

THESE ARE THE METHODS

Of the many ways to make office copies, these five are most common:

1. Photocopy (diffusion transfer). Basically a photographic process. Copies are made through direct contact with a light-sensitive negative paper. Image is then transferred to positive sensitized sheet. Often a 2-step process.

2. Photocopy (dye transfer). Similar to diffusion transfer in that it uses photographic principles. Image, however, is transferred from a matrix to non-sensitized paper.

3. Thermography. Literally a "burning" process. The dark areas on a page, like typewritten words, absorb more heat than the blank areas. Thus, the words on the original, exposed to infra-red light, will burn an image onto the heat-sensitive copy paper.

4. Electrostatic. A process in which a dark powder forms the image. The image is at first invisible, consisting only of a positive electrical charge. The negative-charge powder adheres to the positive areas and makes the image visible.

5. Diazo. A dyeing process. Light passes through the original to a sensitized copy paper and deactivates areas not blocked by writing on the original. When this paper is exposed to a chemical (the diazo), the latent image is dyed into a permanent print.

HERE'S HOW TO CHOOSE

As you would expect, each of these methods has its advantages; each has its drawbacks. Which is best for you depends upon:

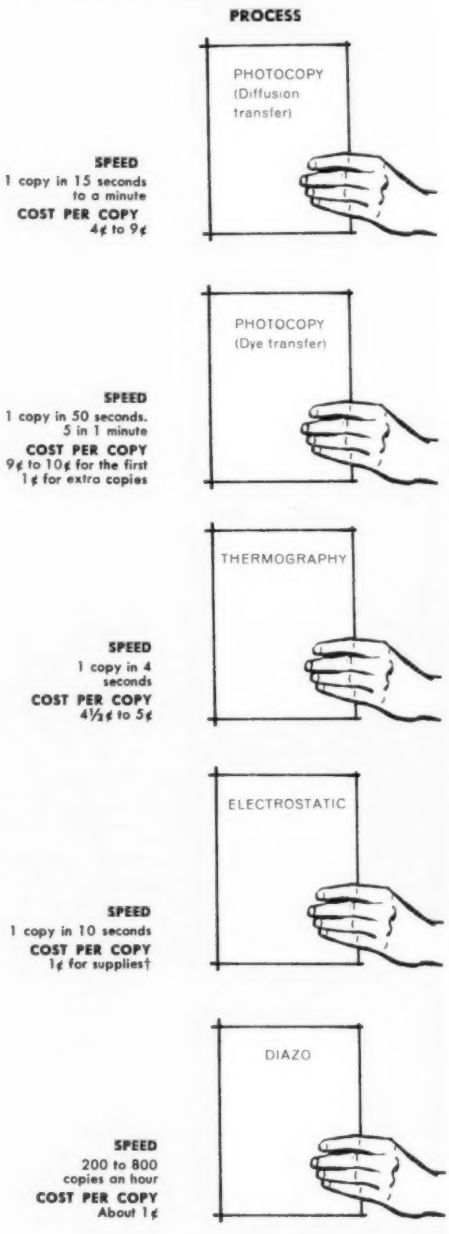
- how many copies you'll be making
- how good you want them to look
- how much you're willing to pay

For example: if you plan to make only a few copies a day, you might select a copier from groups 1, 2 or 3—whichever one strikes you as best for the money. Prices here can be quite low (as little as $99.50 for a photocopier, for example). But with the lower-priced machines you pay a high price per copy, 4¢ to 10¢—even more if you count waste. And copy quality may not be all you'd wish.

If your business requires numerous copies, then you're wise to pay a little more for the machine—and a lot less for the copies. Take a diazo copier. While it may run $300 or more, it will produce excellent copies in seconds—at a cost of 1¢ apiece for letter-size materials.

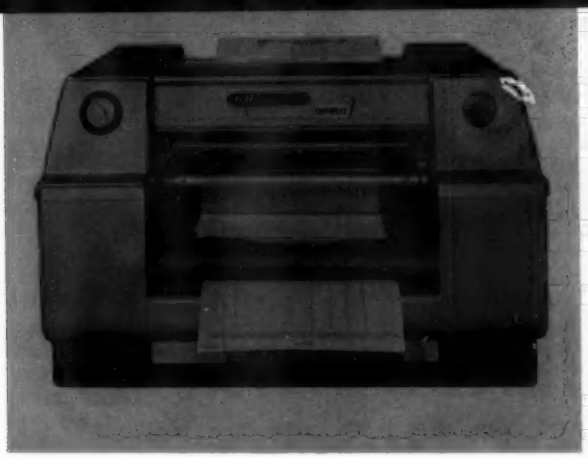
HOW THEY COMPARE*

Source: Office Equipment Magazines



*Speed and copy costs are estimates for letter-size copies using materials of average quality and runs of average length.

†Not including other charges such as leasing, etc.



the argument for buying a better machine

Part of it you see from the chart. A diazo machine turning out copies at a rate of 200 to 800 an hour, produces them for a cost of 1¢ apiece. Compare this to the 4¢ to 10¢ cost with a "cheap" copier and you see how quickly the quality machine pays off. It's the old story: you get what you pay for.

But there's more to the story than money saved. Where any machine will provide copies, a diazo machine provides systems that speed and simplify all business paperwork: order-billing, production control, purchasing-receiving, accounting, marketing, personnel, general administration, engineering.

The diazo copier you see here will provide as many copies as you wish, whenever you wish, all clear and exact duplicates of translucent originals. (Most office stationary is translucent enough for this purpose. And when 2-sided material is to be copied, the necessary translucent copy can be secured directly on diazo equipment using reflex film.) Diazo copiers can also make reproducible copies—"duplicate originals"—from which subsequent copies are made. This facility is the key to many time-and-cost-reducing systems applications.

Diazo "duplicate originals" are the simplest, most economical, most flexible "masters" for systems applications. You can write or type on them; add to, block out, create composites; make hand-ruled and multiple-part forms; even reproduce in colors.

In addition, diazo copiers add flexibility to electronic data processing by providing additional copies of documents produced on high-speed printers, teletypewriters and automated typewriters.

Diazo also supplements photocopiers and electrostatic machines for fast reproduction of extra copies. And diazo also makes masters for high-speed, offset printing.

Yes, there *is* a difference with diazo.

how to tell the claims from the facts

Much of the confusion over office copiers comes from the flood of competitive claims. This machine is cheapest... this one is fastest... this one is the easiest to use.

how do you separate claims from facts?

Actually, it's not that the manufacturers don't tell the truth, they do. They have to. But they don't have to tell it all. For example—

HERE'S WHAT THEY SAY	HERE'S WHAT THEY DON'T SAY
For Photocopy (Diffusion transfer): *Copies everything, every color, every paper—in seconds.*	Copies run as high as 9¢ apiece. The process is not appropriate for long runs.
For Photocopy (Dye transfer): *Gives you five easy-to-read copies in one minute for 2½¢ each.*	Five copies are the practical limit. For the next copy, you start over—at 9¢ for the first.
For Thermography: *Does more jobs than any other copying machine.*	But it can't match the others for quality. Waste is a high cost factor.
For Electrostatic: *Supplies cost about 1¢ per copy.*	*Supplies*, yes. But in addition, you often pay a substantial monthly leasing charge.

what about diazo?

These pages have made some strong claims for the diazo process. What of *these* claims?

Says Charles Bruning Company, largest manufacturer of diazo copiers:

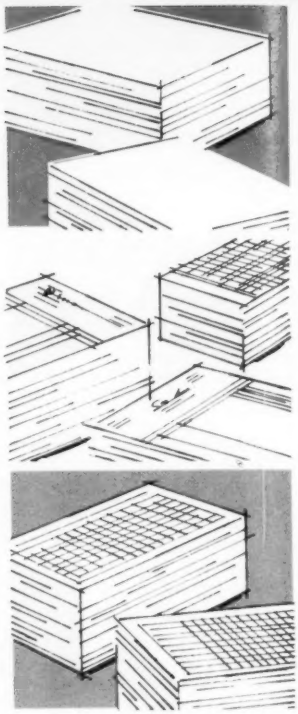
FIRST, the comparisons you see here are not Bruning's. They were compiled by impartial authorities. No authority—indeed, no competitor—contests the fact that diazo is the most economical and versatile copy process known.

SECOND, diazo is, overwhelmingly, "the professionals' choice"; architects, draftsmen, engineers. They *must* have quality; they *must* have speed; they *must* count costs. And they choose Bruning diazo copiers over all other makes combined.

THIRD, Bruning stands ready to demonstrate that every one of these claims is true. In your own office, on your own operations...

Before you buy an office copier

HERE'S WHY IT PAYS TO TALK TO BRUNING



You want *speed*. A Bruning machine makes letter-size copies in a few seconds—200 to 800 an hour.

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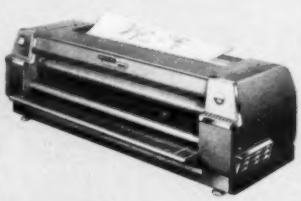

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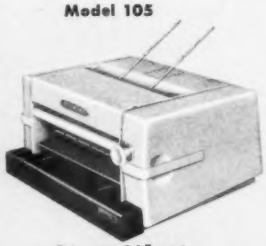
Model 105



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Model 110

Prints to 11" wide

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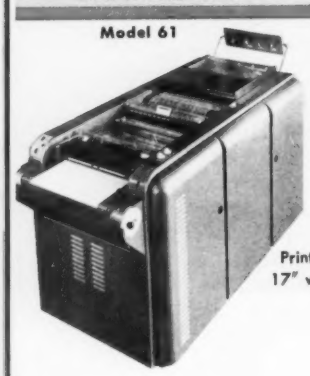

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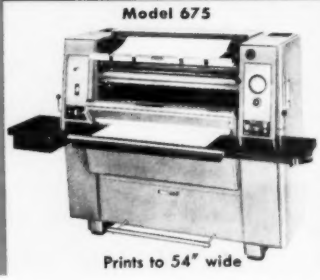

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PHILCO 2400 SYSTEM PROVIDES EXPANSION

IBM adds COBOL to programming "package" for 1401 computer

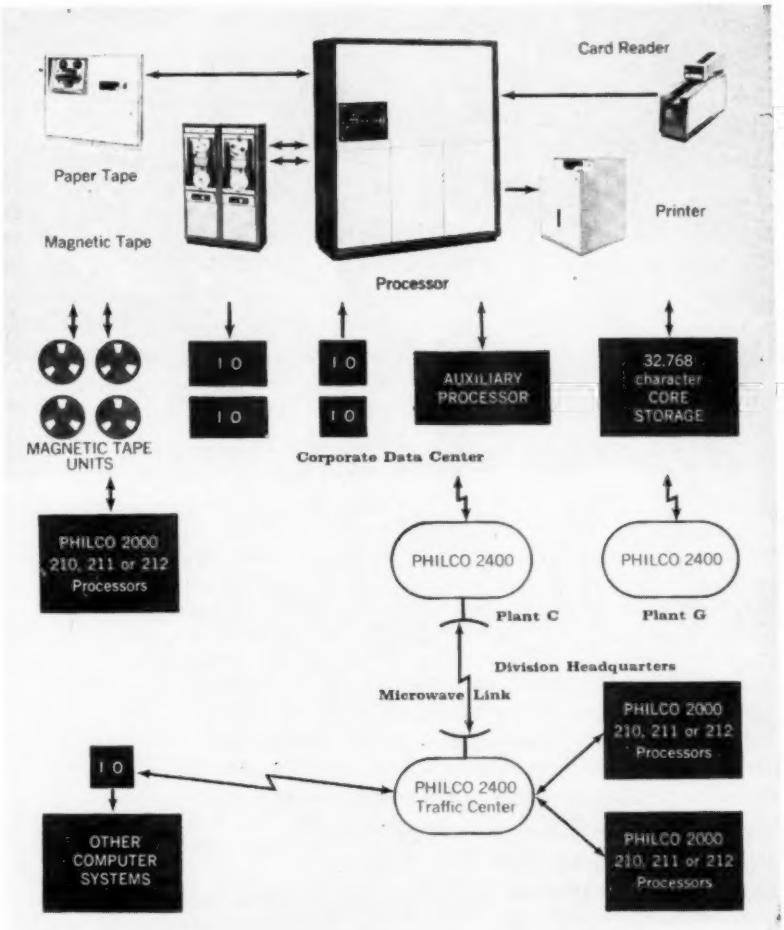
PHILCO CORP. recently introduced its 2400 peripheral data processing system for use with the Philco 2000 central computer. The new system, according to Herman A. Affel Jr., general manager of Philco's Computer Division, adds 25 per cent to the computational time available on the 2000.

The basic 2400 system, which leases for $7,800 a month, consists of the 2400 central processor with 8,192 characters of high-speed core storage, one magnetic tape with a transfer rate of 90,000 characters a second, a card reader that reads 2,250 cards a minute, a high-speed printer to print 900 lines a minute, and a card punch. Delivery time ranges from 12 to 18 months.

The 2400 performs all input-output functions for the Philco systems, and uses standard Philco input-output devices and magnetic tape units. A 2000 and a 2400 can be coordinated to operate in parallel on portions of a job best suited to each computer. The 2400's asynchronous design permits a maximum amount of simultaneous input-output operations.

Asynchronous time-sharing of components, plus program control, allows at least four devices—two complete input-output operations—to proceed concurrently and to make use of the memory transfer rate of three microseconds per character. A card-to-tape operation and a tape-to-printer operation, both with edit, for example, are performed at maximum device speed.

In addition to peripheral operations, the 2400 system can function as an auxiliary processor. Typical operations that can be shared with a 2000 system include information retrieval and data select, sorting and merging, binary and decimal arithmetic, and computations.



The expanded processing capabilities of the new Philco 2400 electronic data processing system, when used with a Philco 2000 computer, are depicted above. The two systems can be designed to connect and coordinate as many on-site or remote locations as may be needed to meet the applications of individual users.

The basic system can be expanded in modular fashion and remain balanced. It can also connect and coordinate as many on-site or remote locations as necessary. High-

(Circle No. 8 on Reader Inquiry Card)

Jonkers introduces retrieval machine

Three new systems form a pyramid of programming for the IBM 1401 computer. Boxes contain punched cards which instruct the computer in data processing operations.

speed core storage, for example, can be expanded to hold up to 32,768 characters.

With the 2400 system Philco offers the following programs: programmer's language compiler; utility routines for checking, error correction, tape file service, and debugging; program generators for reports, sorts, edit, and file up-dating; input-output routines for card-to-tape, tape-to-card, tape-to-printer, data link control, and others; and executive routines. **N-1**

COBOL added to IBM programming systems

International Business Machines Corp. has made available three new programming routines for its IBM 1401 computer system. The three devices—COBOL, Autocoder and an Input/Output Control System—are part of the complete programming "package."

The COBOL system will enable the 1401 to generate its own internal "machine language" instructions from programs that have statements closely following written English usage. COBOL (Common Business Oriented Language) permits programmers to communicate with the computer in familiar terms related to business operations.

Autocoder is a symbolic language of easily remembered operation codes and names or symbols. Data and instructions can be referred to by meaningful labels, such as "WHTX" for withholding tax in a payroll operation, rather than by specific 1401 core storage locations.

An IBM 1401 computer also made news in Chicago last month when it was put into operation by Statistical Tabulating Corp., the nation's oldest and largest independent data processing service bureau firm. The computer will be used to prepare itemized tax statements for 234,000 taxpayers in DuPage County, Ill. The $400,000 computer will prepare statements to show each taxpayer how his individual tax contribution is distributed. **N-2**

For more information about any system circle corresponding number on reader service card inside back cover.

Retrieval system has four-bank keyboard

Automatic information retrieval equipment that can be operated from a keyboard and combines the advantages of punch cards and computers has been introduced by Jonker Business Machines, Inc. Gaithersburg, Md.

The information input machine, which will also be capable of operation by conventional punched cards, paper tape, or magnetic tape, is based on the Termatrex "inverted" punched card used in the Jonker semi-automatic line.

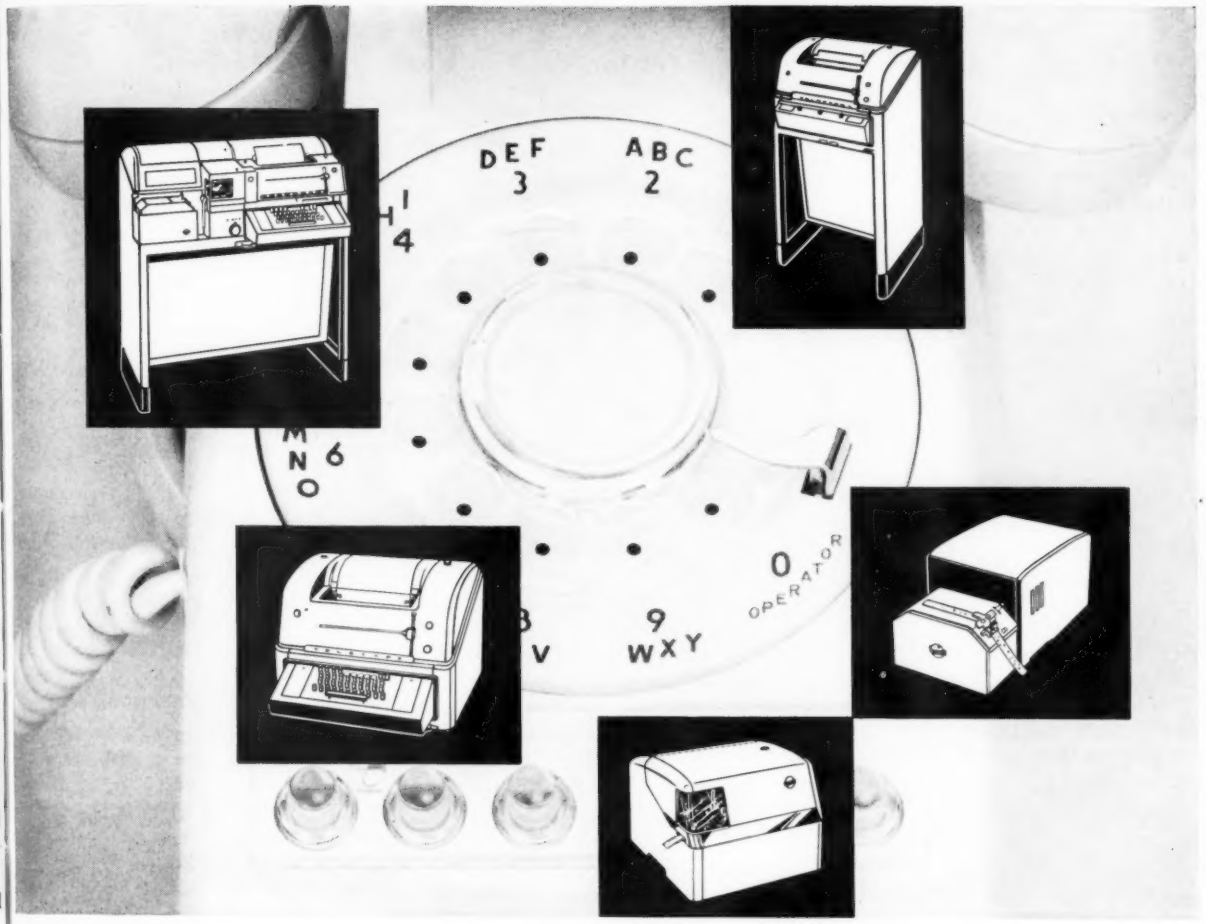
Features of the new machine include:

1. A four-bank decimal keyboard similar to small desk calculators;
2. Solid-state control board based on straight binary code;
3. High-performance sequencing interlock;
4. All-aluminum welded frame; and
5. Simplified servo system that moves at 3,000 r.p.m. and enables an operator or computer to drill a hole every three seconds.

The pilot model was unveiled at the Electronic Data Processing exhibit of the American Management Association in New York. Estimated cost of the 200-pound machine is $7,500 with a six-month delivery time. **N-3**

Control Data expands desk computer

Control Data Corp. has announced an expanded version of its 160 computer. This new computer, called the Control Data 160-A, is packaged in an office desk, as is the 160. First deliveries will be made this month, according to Frank C. Mullaney, vice president of the company and general man-



Teletype equipment in Data-Phone service

All Teletype sending and receiving equipment—page printers, tape punches and tape readers—can be used in Data-Phone service, the new Bell System method of data transmission via regular telephone lines.

Data can be speeded over local or long distance lines—to a single destination or to several destinations simultaneously. The data can be received on plain message paper . . . punched paper tape . . . or marginally perforated business forms of almost any size. And always there is a "home record" of what is sent.

Significant paper work simplification and time savings can be achieved in handling accounting and billing information, inventories, payrolls, invoices, sales orders, ticket pick-up and numerous other kinds of business detail. If desired, punched tape can be obtained as a by-product of both sending and receiving operations, for later use with business machines.

A growing number of firms are already using Teletype equipment over Data-Phone circuits. For example, companies that purchase large quantities of airline space place orders by phone, then receive tickets on Teletype printers right in their own offices. With this method, tickets are received faster, messenger service is eliminated, and records for accounting purposes are automatically provided.

Teletype Corporation manufactures page printers and tape units such as the Model 28 equipment illustrated above for the Bell System and others who require the utmost reliability from their data communications facilities.

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Compilers increase computer employment

ager of its computer division. The basic 160-A is priced at $90,000, and is leased at $2,250 a month. (This price places the 160-A between Control Data's 160, which sells for $60,000, and the large-scale 1604, which sells for $1 million.)

The basic 160-A computer is equipped with a magnetic core memory of 8,192 12-bit computer words, buffered input and output, program interrupt, and a list of 91 instructions. The 160-A basic magnetic core memory can be expanded in modules up to 32,768 words. Peripheral equipment, such as a magnetic tape system, high-speed line printer, card reader/punch, and electric typewriter, can can be added according to the user's needs. **N-4**

Compilers reduce programming complexities

Just what are these computer "compilers" such as COBOL, ALGOL, and a multitude of other devices with strange initials reminiscent of "new deal" days? This is a common question to the uninitiated in the mysteries of electronic data processing.

The answer is that exotic devices are part of the computer industry's mission to get full employment from the problem-solving abilities of electronic computers. In the past, the chief barrier to a computer's maximum employment has usually been the laborious and time-consuming programming required to tell the machine what to do. Preparation of programs often took weeks and months for problems, which, when finally entered into the computer, were solved in a matter of minutes. The main difficulty was that programmers were compelled to code instructions for computers in an artifical "machine language" bearing little resemblance to the English or algebraic phrases normally used to express their problems.

Computer manufacturers, concerned about this difficulty, began throwing more of their programmong talent into the creation of compliers. These are sets of instructions entered into the computer that enable the machine to accept problems stated in near-English and near-algebra and convert them to machine language automatically.

For, despite their magnificent mnemonic and computational capacities, computers are actually rather stupid and must be told precisely how to do everything. A compiler serves to "smarten" them up somewhat. One of these compilers is based on ALGOL, the international alogorithmic language, introduced by Burroughs Corp. for its B220 intermediate-scale computer last summer. This ALGOL compiler, put to work in scientific computer installations throughout the country, has produced two-fold results: First, time and expense involved in computer programming have been substantially reduced. Second, it has become possible for relatively inexperienced personnel to prepare problems for entry into computers, thus freeing highly trained computer people for more essential tasks.

But, what specifically, are compilers? In the case of the ALGOL compiler, it may be best to describe ALGOL first. This is a nearly pure algebraic notation adopted as a common international algorithmic language by a representative group of mathematicians and logicians in Switzerland in 1958. It consists of standardized signs and symbols that closely resemble those of ordinary algebra.

The ALGOL compiler itself is contained on a reel of magnetic tape. This tape is assembled from more than 5,000 punched cards that contain both machine language instructions and the symbols in ALGOL that will touch them off. The compiler, when running full tilt, can generate 500 machine language instructions a minute.

The programmer wishing to use the computer first draws up a flow chart for his problem. This in-

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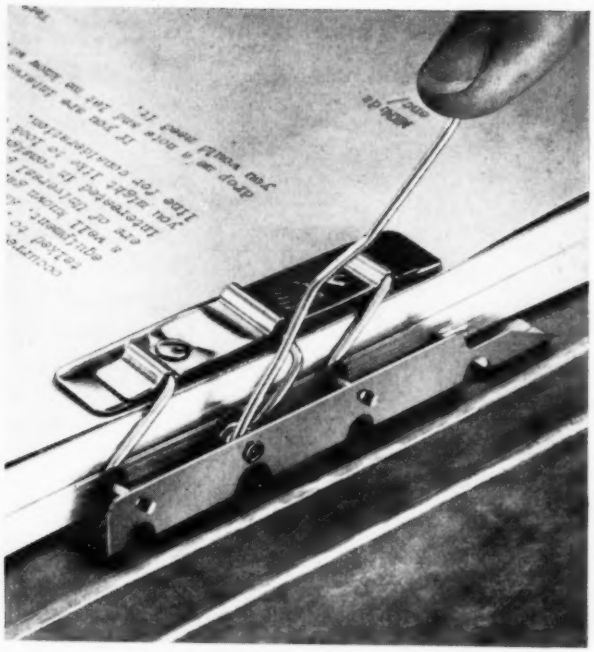

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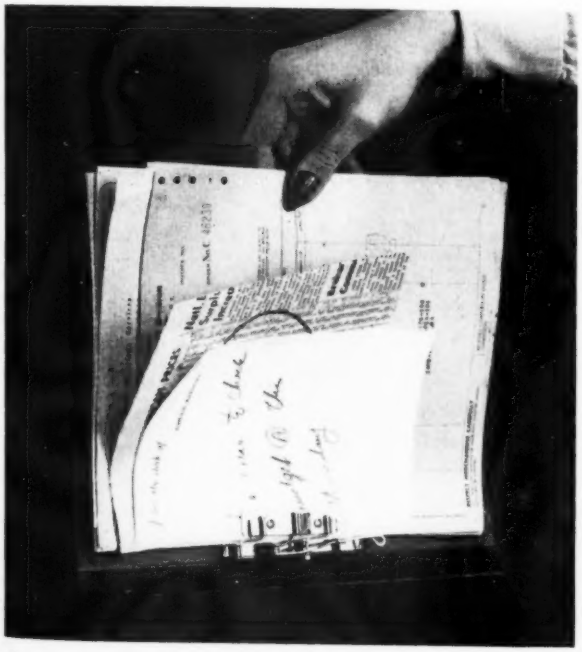

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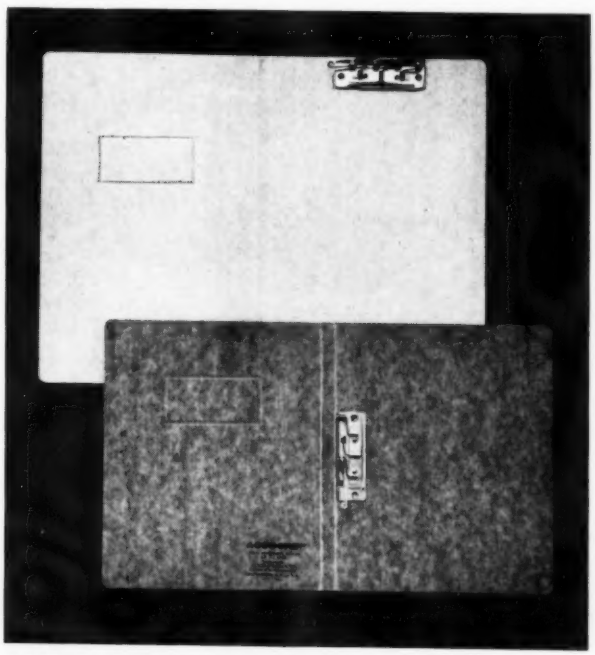

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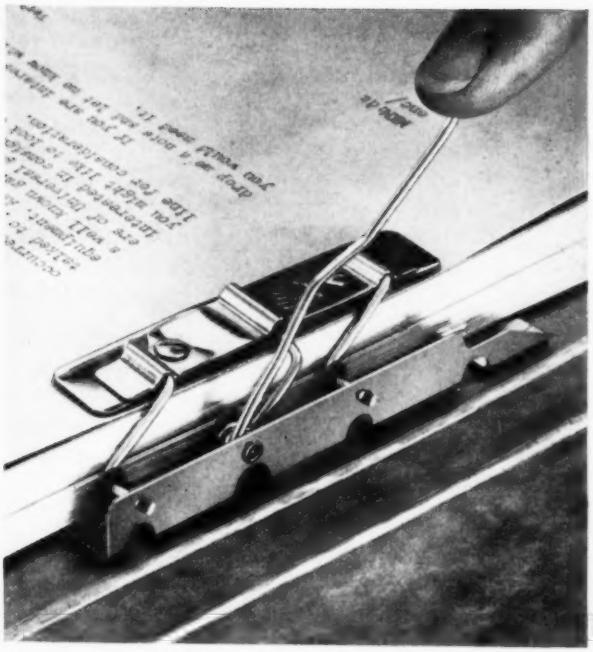

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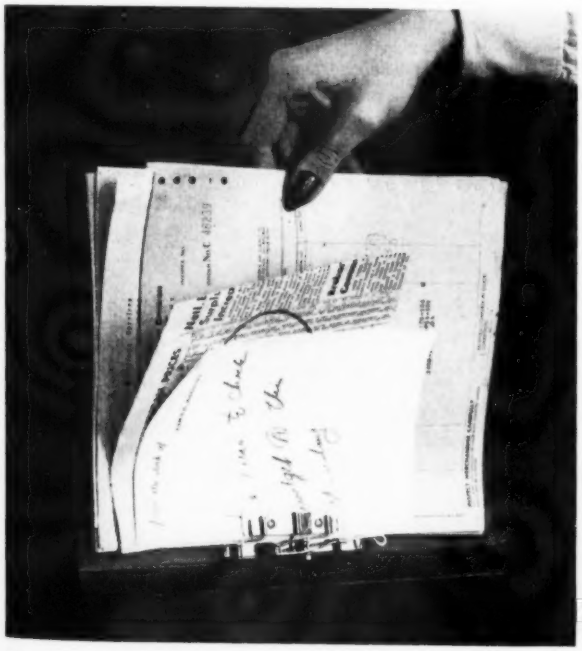

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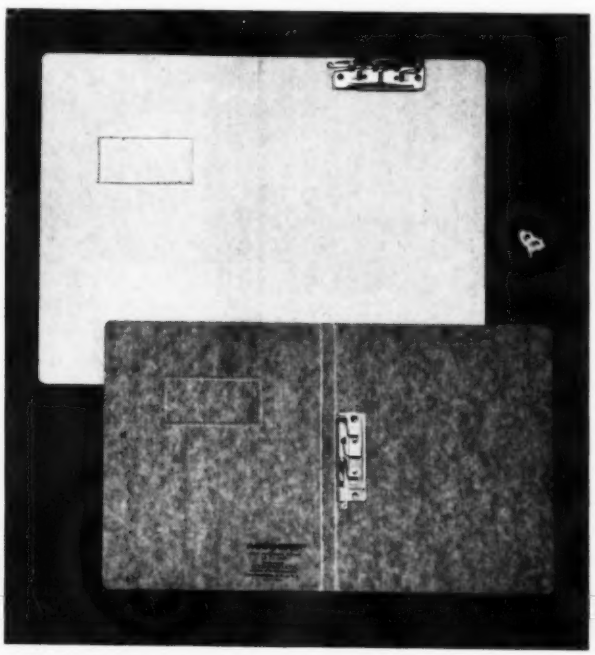

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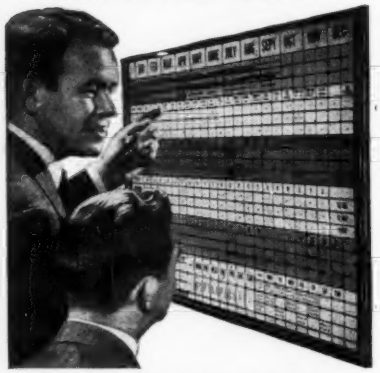

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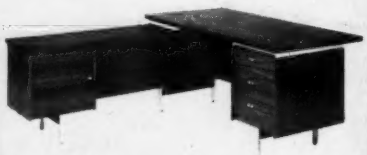

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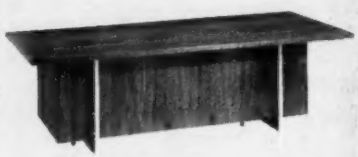

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dicates the process of solution that will occur within the computer. From this chart he will write down – in ALGOL – statement of this problem solution. To give a simple example, suppose he wants to find values of Y, given X, where:

$$Y = \frac{\sin X}{-x3 \sqrt{1+e}}$$

In ALGOL this becomes: Y=Sin X/SQRT (1.0 + EXP (–X3.0)

This accomplished, the programmer retires to the key punch room and makes up punched cards listing this solution. He also creates cards listing values for the knowns and picks up an "identifier" card that will say to the computer, "This problem solution must be run through ALGOL compiler." Stacking his punched card deck with the identifier in front, he enters it into the card reader.

The cards are then processed through the compiler, which produces a program for the problem solution in the machine language. The computer automatically seizes upon this object program for directions on how to solve the problem.

What would be required if there were no compilers? The user would probably have to instruct the machine in machine language (or some close relation). This often involves the composition of page after page of multi-digit numbers such as these:

1004, 0 0000 10 0512
1005, 0 0000 12 1792
1006, 0 0000 40 1792

Since one instruction written in ALGOL can often touch off a large number of instructions in machine language, thanks to the compiler, the user, besides having a simpler code to work with, spares himself much tedious work in writing programs.

BOOKS

DATA PROCESSING, *1960 Proceedings of the National Machine Accountants Association, Charles H. Johnson, Editor, National Machine Accountants Association, Mt. Prospect, Ill., 255 pp., $10.00* The complete spectrum of data processing is the challenge to which a distinguished list of authors have addressed themselves. These men, who are actively engaged in the acquisition, interpretation, and dissemination of business information, share their experiences with members of their association and other purchasers of this volume.

Computer case histories abound. Examples are provided by such manufacturers as Burroughs, IBM, RCA, Minneapolis-Honeywell, Friden, and others. Most of the papers were presented at the association's 1960 conference in San Francisco.

In addition to an entire section on automating the input to the data processing system, the book contains articles of broad interest to management persons not actively engaged in data processing. Examples are F. P. Fisher's article on business applications of operations research; John S. Woodbridge's comments on the human factors in business electronics; and the report on the NMAA program to certify the capabilities of data processing personnel.

This book offers enough information at both levels—the uninitiated but curious, and the professional data processing technician—to justify its ten-dollar price.

HISTORICAL STATISTICS OF THE UNITED STATES, *Colonial Times to 1957, U.S. Department of Commerce, Available through U.S. Government Printing Office, Washington 25, D.C., 789 pp., $6.00.* This volume is the successor to the much-used 1949 issue, which contained statistics about the United States during the period 1789-1945. Like its predecessor, it is a valuable supplement to the annual *Statistical Abstract of the United States.*

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(Circle No. 16 on Reader Inquiry Card)

New uses for familiar products:

Safety talks for the employees . . . railroad manager O'Connor at the tape recorder.

RAILROAD USES TAPE RECORDER TO HELP PREVENT ACCIDENTS

TO the manifold uses of tape recorders—radio broadcasting, stereophonic music, and recording baby's first "Da-da" among them—has been added a new dimension: accident prevention.

That's how William J. O'Connor, vice president and general manager of the Colorado and Wyoming Railway, conducts an effective safety-on-the-job campaign among his 350 employees. He tape records safety messages to be played during the lunch hours of the railroad's crews.

Previously, communications with the crews had been difficult because they are widely scattered and many work night shifts. Nevertheless, company officials felt it essential to reach the crews with periodic safety talks, since experiences of other companies have shown that concentrated emphasis on safety markedly reduces accidents.

Then Assistant Yardmaster O. A. McAllister came up with a solution to the problem: tape recorded talks by the boss, which would instill interest—especially in the night crews—and could be played to crews of from five to thirty men.

Applying the suggestion required a minimum of equipment. The company purchased a Revere Model T-100 portable tape recorder and a supply of "Scotch" brand magnetic tape No. 190. Phrased in typical railroad vernacular, the taped talks are informal and off-the-record; yet they clearly inform the men what is expected.

Begun in November, 1957, the messages proved so effective that to date a total of 23 taped talks have been heard by virtually every employee in the company. A typical tape is replayed more than 25 times during the month it is in circulation. The tapes are also played in departments of C & W's parent company, the Colorado Fuel and Iron Corp.

Although Mr. O'Connor feels that the program has not been in practice long enough to judge its overall effectiveness, he notes that many of the minor accidents have been avoided since the new emphasis on safety began.

Better service for steel buyers . . . telephoned order goes on mechanical conveyor.

STEEL COMPANY USES CONVEYOR TO SPEED ORDER PROCESSING

CONSTANT SPEED mechanical conveyors have long been used in the assembly of manufactured products. Now, such a system is moving orders, mail, internal correspondence, files, and other lightweight material from desk to desk, room to room, and floor to floor in the five-story Chicago headquarters of Joseph T. Ryerson & Son, Inc. This firm operates a service center there for the processing and sale of steel, aluminum, industrial plastics, and metal fabricating machinery.

The system consists of a drive, chain, track made of steel tubing, and paper carriers. It travels both horizontally and vertically, and makes 180-degree turns within a two-foot radius. Carriers are affixed to the chain one foot apart, which gives the desired frequency at unloading stations. The chain moves 35 feet a minute to allow time for attachment of papers as it moves through work areas.

The system at Ryerson, manufactured by Chainveyor Corp., uses paper carriers designed by Syracuse Supply Co., Syracuse, N. Y. These carriers have a release mechanism that automatically drops papers at appointed places, according to a color code that identifies the carrier and its unloading station.

Reasons for installation of the system—and its advantages—are best summed up in terms of customer service. Buyers of steel, aluminum, and other Ryerson products demand prompt delivery. One way to speed shipment is to see that orders keep moving steadily and are not allowed to pile up at any point. By cutting the time consumed in movement of paperwork, paper processing is stepped up in all areas. The result is less time between receipt of order and loading of material for delivery.

The evenly spaced flow of paper, as contrasted to the former hourly pick-up, has contributed to clerical efficiency. Messenger service in areas served by the system is now a thing of the past. And, as Robert Jackson, Ryerson's manager of office service, adds, "the mechanical conveyor hasn't eaten lunch or taken a coffee break since it was put in."

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(Circle No. 33 on Reader Inquiry Card)

Tips for the Office

34 ways to keep your desk clean

Wilbert Scheer, personnel director of Illinois Blue Cross-Blue Shield, revealed 34 ways an executive can keep his desk clean in an article published in *American Business* magazine two years ago. Because many readers have inquired about the article since that magazine was absorbed into *Administrative Management*, the 34 methods are summarized here:

1. Divide your work into three parts: (a) tasks your assistants can do, (b) details your secretary can handle, and (c) projects you must do yourself.

2. Select your most promising assistant and work with him until he learns how to handle a good deal of your work.

3. Quit trying to keep your fingers in every pie. Constant checking and "standing over" people makes them nervous and slows them down.

4. See that you and your assistants have the best office equipment.

5. Follow the management-by-exception principle. Delegated work should be brought to your attention only if something seems wrong or out of line.

6. Train your subordinates to submit possible solutions for your final approval.

7. Avoid the "let's call a conference" habit. Continual staff meetings not only interrupt people's work, but they achieve little because your subordinates wait for your viewpoint.

8. Once you have delegated jobs, don't meddle. Ideally, every office duty should be performed by the lowest paid person qualified to handle it.

9. Your secretary was hired to assist you. A good secretary can save up to one-half of your time—*if* you let her.

10. Authorize your secretary to schedule your appointments.

11. Let your secretary take complete charge of the files.

12. Dictate in the morning. This gives your secretary time to transcribe your work neatly and accurately.

13. On simple correspondence, pencil brief notes and let your secretary compose replies for your signature.

14. Set aside a few minutes each morning for your secretary to check instructions and ask questions.

15. Give your secretary a list of people you will see or talk to personally if they call.

16. A competent secretary usually is good at details. (That's why she is a secretary rather than a stenographer.) Let her handle your detail work.

17. Good equipment will help your secretary organize her work and produce more.

18. Let your secretary prepare rough drafts of reports you must make for you to edit and approve.

19. Turn over travel and meeting arrangements to your secretary. Women have a knack for the role of hostess.

20. Schedule and evaluate your own work. Get out of the woods to look at the trees occasionally.

21. Arrange your work to dispose of those things that can be handled promptly.

22. Concentrate on the unpleasant or difficult jobs first. get them out of the way while you are fresh.

23. However, stop wrestling with a problem that has you licked for the moment. Put it aside and come back to it when your mood and mind toward it have improved.

24. Keep work on top of your desk where it will haunt you.

25. Put your miscellaneous duties on trial periodically. You may discover that some of them are merely habit and are no longer necessary.

26. Develop shortcuts wherever possible. For example, writing your reply to a memo at the bottom instead of dictating a formal answer saves time and money.

27. Avoid the time-consuming habit of documenting everything. In some cases, a telephone call may not only be quicker, but actually better than some slower form of communication.

28. Learn to make decisions more quickly. Make the decision when the problem is posed, and the job is done.

29. Take time to communicate with others who may be interested or involved with you in a project. A few minutes spent at the start to explain something can save endless hours later by preventing misunderstandings or fuzzy instructions.

30. Discourage visitors and interruptions, especially when they do not pertain to your job.

31. Try to say "no" to some of the requests made of you. These invitations can be cruel demands on your time and energy.

32. Concentrate more on your work and less on maintaining the symbols of status.

33. Accept responsibility and discharge it with confidence. Don't look for a crutch to lean on.

34. Finally, don't let your brief case become a grief case.

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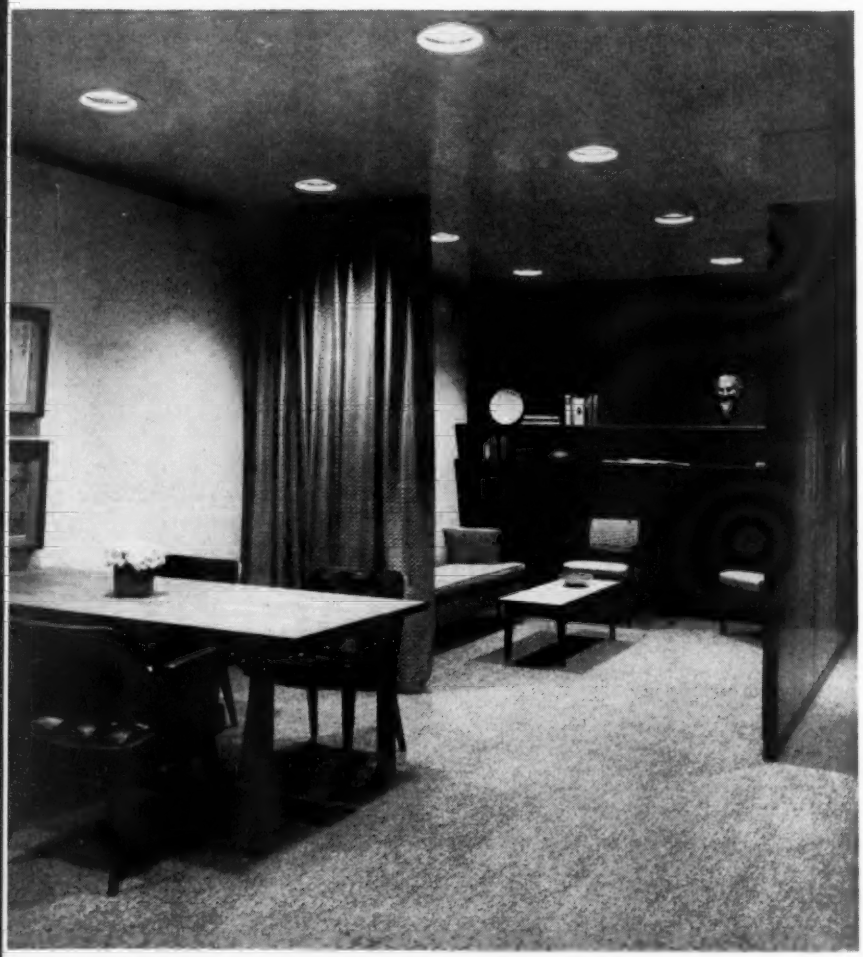
(Circle No. 14 on Reader Inquiry Card)

ADMINISTRATIVE MANAGEMENT sponsors the "Office of the Year" awards, given each year for the past 11 years to the nation's six leading new offices.

IS YOUR OFFICE A GLORIFIED BOX?

Proper treatment of office walls enhances aesthetics, efficiency



E. F. Hauserman's Signature movable wall system uses natural woods, fabrics, and glass. Panels are two and one-fourth inches thick.

By WALTER KLEINSCHROD

A NOTED office architect once said his job, when reduced to essentials, amounted to putting companies into glorified boxes.

Facetious as it sounds, his remark contains an element of truth worth noting when investigating floors, ceilings, walls, and the things that go on and into them.

You can have the finest watch mechanism in the world, but unless you "box" it—encase it—its usefulness is impaired severely.

Similarly, you can have the most efficient office in the world, with internal systems second to none, but unless you "box" it within the proper top, bottom and sides, its usefulness is also in grave jeopardy.

It can be jeopardized by sheer noise. Insides of boxes reverberate wonderfully well—annoyingly well.

It can be jeopardized by inflexibility. That compact, square enclosure you have today, neatly subdivided with its cubiform rooms, may be excellent for now – but what about five years from now when your firm has grown, departmental relationships have changed, and additional personnel crowd your space?

And to strain the box analogy

This glass-paneled clerical area at Simmons Co. is work of Designs for Business.

Walnut paneling, matching furniture (above) create atmosphere of Southern comfort at First Citizens Bank and Trust, Raleigh, N. C. Fiberglass textured ceiling board absorbs sound at Gulf Oil Co., Philadelphia.

Dynamism of American industry is subject of scenic by Murals, Inc.

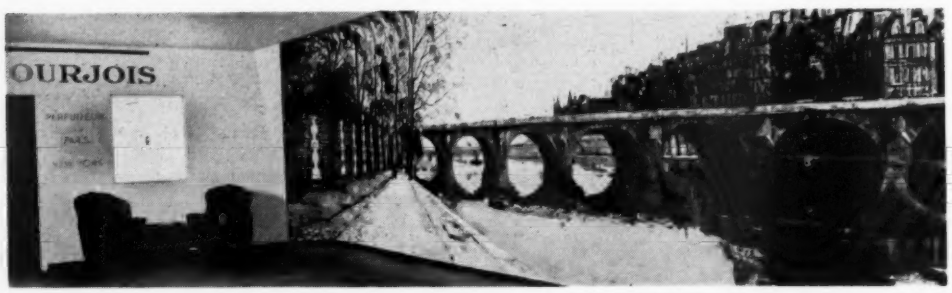
OFFICE DESIGN

just a bit further, there are boxes with fine wrappings which impress the beholder and build up the importance of whatever the box contains. And then there are boxes which may well contain diamonds, but whose shabbiness and soiled appearance speak ill of the whole package.

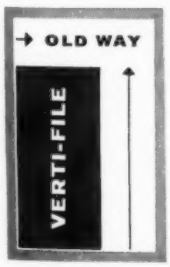
It is no different with offices—the company within them may be among the most reputable, most efficient, with the best of products or services to offer. But package it poorly, with lackluster surfaces on its floors, walls and ceilings, and the public cannot help but regard the organization in a poor light, too.

So, in planning this basic encasement for its offices, management must weigh and integrate many factors: acoustical properties, flexibility, aesthetics—to say nothing of ease

Chinese Coromandel screens were selected by Tom Lee for offices of Chanel, Inc.



Artist Bernard LaMotte did this mural of Paris for Bourjois Perfumes, New York.



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(Circle No. 39 on Reader Inquiry Card)

Noise costs American business $4 million

of maintenance, service life, and the cost of installation. All of these things, moreover, must suit and complement the inner work-flow patterns and "image" of the company involved.

The matter of acoustics is as important as any that enters the picture. Recent estimates are said to show that noise costs American business $4 million a day. An independent study turned up the finding that in 61 per cent of the corporations checked, executives said they knew of serious noise problems in their offices—problems cutting efficiency, cutting morale. The investigators then asked executives who had done something about their noise problem: "What benefits were obtained in your office by noise reduction?" Their findings—as published in *Digest of Practical Acoustics*, a booklet copyrighted by United States Gypsum Co.—showed that:

—Sixty per cent of the respondents reported improved employee morale.

—Forty-nine per cent reported more effective use of the telephone.

—Forty-eight per cent claimed improved accuracy of typing and clerical work.

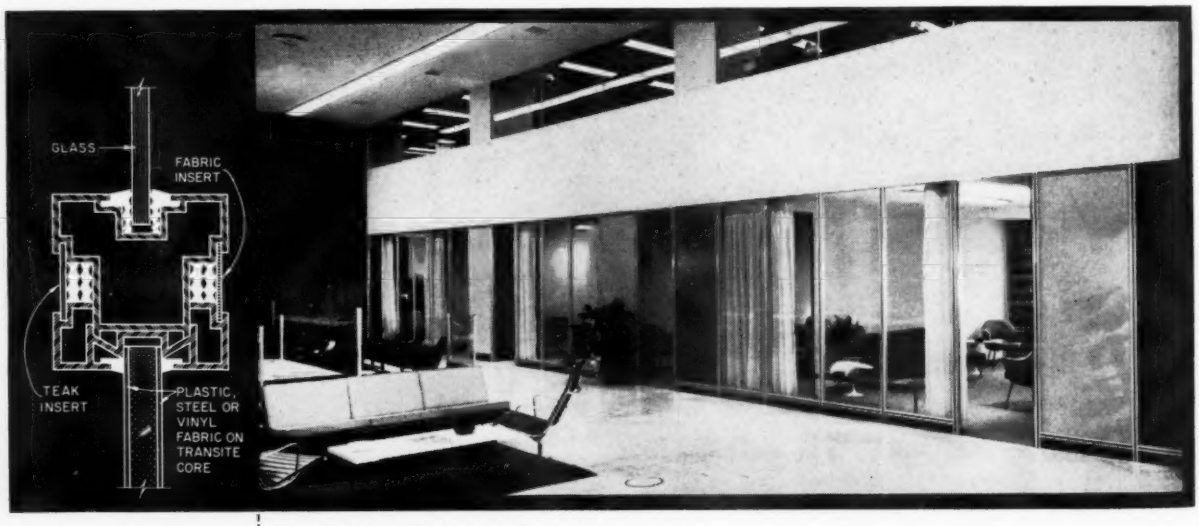
—Thirty-four per cent said that work volume had increased.

Offices noisy as factory

The clacking of typewriters, whirring of business machines and buzz of conversation in the average stenographic room—says a pamphlet distributed by Wood Office Furniture Institute—equals that of the average machine shop: around 70 decibels. This exceeds the noise in an average restaurant or congested department store, and lies only 20 decibles from the din of a newspaper pressroom or nearby jackhammer drill.

There are many ways to cut this clamor. Acoustical tiles on ceilings will do it. Carpeting will do it. In narrow areas with not much floor or ceiling area it is best to let the walls do it, by means of sound-absorbing panels, draperies or, again, tiles. Most firms use a combination of methods. At Parke, Davis' new research center in Ann Arbor, Mich.—one of this magazine's 1960 Office of the Year winners — administrative areas were planned with one acoustic surface apiece. One room may use carpeting. Another would use ceiling tile. Skidmore, Owings & Merrill engineers, in planning the center, decreed that the single-surface method was insufficient to cope with the decibel count in this scholarly, campus-like place.

Also influencing the choice of material, of course, are those other



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(Circle No. 10 on Reader Inquiry Card)

considerations alluded to earlier.

Appearance. Today's acoustic tiles come in all manner of textures, tones, and designs with various sound absorption coefficients. New, patterned tiles, with exotic titles such as Tahiti, Autumn Leaves and Rhapsody, and suitable for reception rooms and other commercial interiors, have been recently introduced by Armstrong Cork Co. Last year Celotex unveiled five sculptured mineral-fiber ceiling designs with such names as Empress, Monarch and Modulo. U.S. Gypsum has a full Acoustone line of tiles in numerous patterns. Many additional lines are available from other manufacturers.

Carpeting costs less

Use. In addition to the rather general notion—the words "rather general" are used advisedly because there are exceptions – that carpets go in executive areas and hard-floor coverings go in work areas, there are other considerations of use-plus-practicality to keep in mind. There is the claim for carpets' acoustical properties made by the Carpet Institute, that reverberation chamber tests of air-borne noise showed "four out of five carpets . . . had a range of performance equal to many acceptable acoustical materials – a Noise Reduction Coefficient of .50-.60. Their average N.R.C. was .55." The same source also claims that "carpet costs less to maintain than non-carpeted floors, under any condition of traffic and soil. Savings range from 50.7 per cent in heavy conditions, 40.3 per cent in medium conditions, 42 per cent in light conditions."

Costs. This involves more than the initial price you pay to have the stuff put in. To ascend to ceilings again—and this jumping from topic to topic is done deliberately, to illustrate the essential unity and the need for integrated planning of the "box" we're considering—the cheapest tiles (in the short run) may not be cheapest in the long run. Untreated wood fiber tiles, for example, are combustible. Their use might

In office chairs, look for

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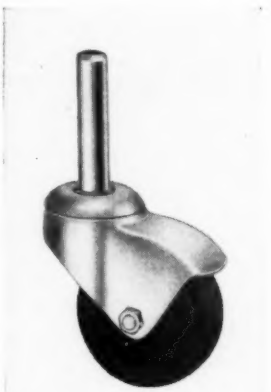
"Flo-Tork" tilt mechanism.



Hooded office-chair caster.

Whether you're looking for comfort, appearance, floor protection, or longest possible life for office chairs, here are two ways *hardware by Bassick*—world's largest maker of casters and office chair tilt mechanisms—can help you get it.

"Flo-Tork" chair control. Here's an outstanding Bassick contribution to office chair styling. Bassick "Flo-Tork" tilt-chair mechanism does away with unsightly coil springs beneath the chair seat, gives chair a trim, functional silhouette. It's smoother-acting, more comfortable, too, and easy to adjust for your weight while sitting upright and naturally in the chair.

Non-marking office chair casters. Floors are cleaner, and easier to keep clean, when your office chairs and furniture move on Bassick casters. They are easy rolling and easy swiveling, and stay quiet for the life of the chair.

These are just two samples of Bassick's broad line of casters, tilt-chair mechanisms, glides, rests and floor-protectors for office chairs, furniture and equipment. Look for the "Bassicks" on the chairs and equipment you buy. They mean extra value in comfort, reliability and life. 1.29A

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(Circle No. 5 on Reader Inquiry Card)

affect insurance rates. Wood fiber tiles *are* available, however, with flame resistant finishes. Mineral tiles, on the other hand, inherently non-combustible, are more common in commercial buildings for that reason. There is the cost of maintenance to consider. Most acoustical ceiling materials need no more upkeep than an occasional wiping with a damp cloth (though care should be taken not to subject them to heavy dousings of water). With glass, fiberglass or plastic ceiling panels this poses less of a problem. And there is the life of the material to consider—especially in flooring!

With walls, a vast subject in themselves, all these considerations reappear with a few new ones. They forever pose a basic decision for management: do we make them permanent or moveable? How do we cover them—paint? wallpaper? fabric? Do we decorate them in any special way? Do we run them from floor to ceiling, thus blocking excess noise? Or do we keep the majority at partition height to permit freer air flow?

Determine wall costs

One neat compromise of these last two problems is afforded by something called Return Air-Vent Silencers in Koppers' metal products division's Aircoustat line. The silencers fit into doors, walls or ceilings as air vents, yet, according to Koppers, they "stop the transmission of noise."

To meet other problems, various wall and partition manufacturers have come up with a multitude of solutions. Modern Partitions offers moveable walls in four main groups: Executive walls with rich-looking finishes; glass Ful-Lite walls for light control; hole-punched acoustical walls with sound-baffle cores, and low-cost, enamel-on-"presdwood" walls in the Budget line. This company and others also offer partitions of various heights and widths, from which office planners can tailor innumerable layouts. Moveable partitions, moreover, permit changes in layout with only a minimum amount of unbolting, pulling, hauling, and re-assembly. Whether they are *always* more economical than permanent walls is a matter of some conjecture.

Parke, Davis' center in Ann Arbor provides an interesting case here again. After studying the needs of the $13.5 million facility, and measuring this against a private rule-of-thumb that says moveable walls pay for themselves only after they've been moved three times, the designers installed most walls *permanently*, leaving it to moveable panels to seal off (or open up) doors, alcoves and areas as changing needs dictate.

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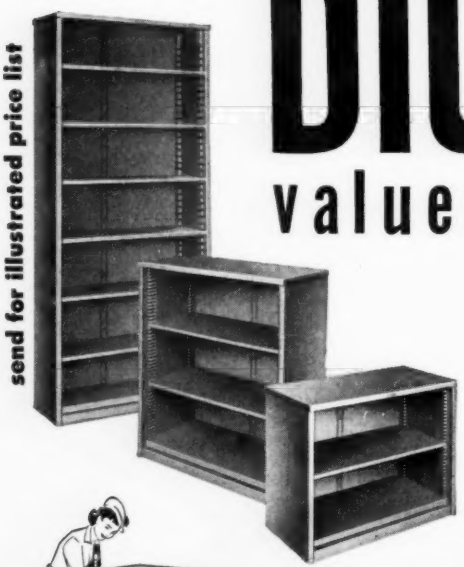

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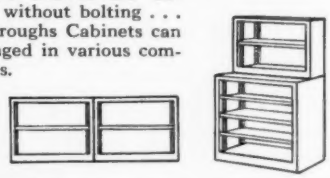
IN A FEW words, here's the Borroughs cabinet story. Borroughs features open-face, sliding-door, and swinging-door cabinets in a choice of heights and depths . . . all styled to harmonize with any decor . . . all designed for top-rated performance . . . all built for long, durable service. See them at your dealer's.

Borroughs shelves are adjustable without bolting . . . and Borroughs Cabinets can be arranged in various combinations.



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(Circle No. 7 on Reader Inquiry Card)

Walls, floors, ceiling must be coordinated

One moveable-partition manufacturer, however—the E. F. Houserman Co.—in a study comparing the cost of its wares with masonry walls, asserts that even at the outset, moveable floor-to-ceiling walls are about $1 cheaper per linear foot than masonry. The walls used in the comparison were steel moveables with baked-enamel finish, complete with doors and hardware, as against a 9-foot 3-inch gypsum-and-plaster wall with doors and hardware.

Flexible in another way—in the variety of materials which may serve as panel insets—are post-and-pilaster systems offered by several firms. Aetna Steel Products offers an Aetnawall-Perspec line which allows this diversity, as well as other more basic lines including its widely used Types A and B. A very spare system of extruded aluminum posts, accommodating glass or plastic panels, is available from ODI of New York. But this by no means exhausts the list of sources in this area.

Little has been said thus far about color and decor. Again this is not a thing apart, but a consideration tying in with office brightness, maintenance and morale. One may "like" dark colors, but one must use them with care if one is at all conscious of the cost of electricity—the cost of the *extra* electricity needed to supply the extra candlepower that light-colored walls could have *reflected*.

Frame is essential

Naturally, for aesthetic reasons, color and decor require harmony of tone and hue. Once more walls, floor and ceiling interact upon one another, becoming no more than the elements of a functioning whole.

Actual wall-decor treatments are just about as plentiful and varied as the human mind can devise. More and more, companies are decorating the wide walls of reception areas, board rooms and corridors with wallpaper "murals" like the ones on page 52. More and more, homelike alcoves with shelves, books, and sculpture reproductions are filling executive suites, lounges and the like. Even Oriental screens are used to stunning effect.

In short, offices are the important mechanisms that control our corporations. Their inner health and life is a paramount management concern. But the structures in which that life resides—the boxes that hold it—are concerns of hardly less importance.

The well planned office, like a well composed painting, is, by itself, a pleasure to behold. But this doesn't mean we dispense with the frame. Indeed, it makes the frame essential.

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(Circle No. 29 on Reader Inquiry Card)

NEW SYSTEMS AND EQUIPMENT

For more information circle numbers on reader service card.

◀ Executive desk

Most recent model in the 1000 series of contemporary furniture is the 1072 executive desk. Top is of oiled finish walnut veneer; legs and trim are satin chrome finish. The 72-inch double pedestal desk is constructed of steel and provides a 6-inch overhang on both ends and at the back. The General Fireproofing Co., Youngstown, Ohio.

Circle N-5 on Reader Service Card

◀ Portable dictating

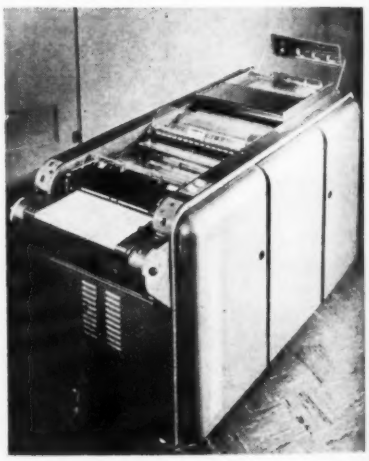
Exhibited recently at the OEMI Business Equipment Exposition was the Stenorette-Versatile portable dictating machine, powered by pen-light-size mercury dry-cell batteries that are said to give approximately 60 hours of dictation. An AC power pack accessory will allow the unit to be operated from 110 V house current. Machine weighs 6 lbs., and gives up to 45 minutes of continuous dictation on a reel of magnetic tape. Transcribing accessories are also available. DeJur-Amsco Corp., 45-01 Northern Boulevard, Long Island City 1, N. Y.

Circle N-6 on Reader Service Card

◀ Modern swivel chair

Executive swivel chair with torsion bar control has a welded wire mesh frame covered with a polyurethane foam cushion that is then covered with a choice of upholstery. Model 41300 shown is one model in a complete line of Harwood executive furniture. Harter Corp., Sturgis, Mich.

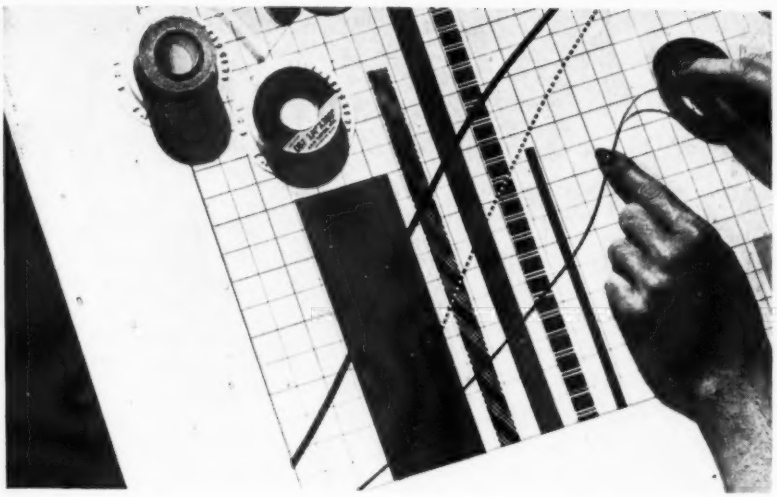
Circle N-7 on Reader Service Card



▲ Diazo reproduction machine

Letter-size copies are cut to size and stacked by the Copyflex Model 61 diazo reproduction machine in one continuous operation. Introduced at the OEMI Business Equipment Exposition, the machine is also designed for high volume production of 11 by 17-inch copies. The machine ejects one set of originals at the end of a production run, inserts another set, and without interruption, produces copies at a preset quantity. The unit requires 220 V., 60 cycle, single phase, 35 amp alternating current. Charles Bruning Co., Inc., Mt. Prospect, Ill.

Circle N-8 on Reader Service Card



▲ Multi-purpose tapes

Transparent, self-sticking tapes are available in 20 solid colors and 10 patterns ranging in widths from 1/32 to one-inch. The nonreflecting surface of the tape and the non-oozing adhesive used is said to guarantee perfect reproduction. ACS Tapes Inc., 217 California St., Newton 58, Mass.

Circle N-9 on Reader Service Card

▲ Film scanner

A sharp image of uniform intensity is projected on a 10½ by 12-inch screen of the model 4305 Filmcard Reader. The unit is 23½ inches high, 11 inches wide, and 19 inches deep, and has a 14X magnifying power. Film is protected by a glass film gate carrier; a scanning device allows rapid viewing of selected film image. Eugene Dietzgen Co., 2425 N. Sheffield Ave., Chicago 14.

Circle N-10 on Reader Service Card

▲ Safe paper cutter

The Triumph Jr. paper cutter has a lever clamping device that is said to be both safe and economical. One hand is used on the blade handle, another on the clamp handle to clamp and cut the paper in one motion. The unit has a 10-inch cutting width, and will cut a thickness of 1¼ inches. Back gauge can be removed to cut any length of paper. Michael Lith Sales Corp., 145 W. 45th St., New York 36.

Circle N-11 on Reader Service Card

◀ Overhead projector

The Thermo-Fax overhead projector, displayed at the OEMI show recently, weighs 30 pounds and easily folds into a traveling case. The projector uses a full-size 10 by 10-inch aperture on the projection stage, a 14-inch focal length and an f 3.5 lens. An audio kit and slide attachment designed for use with the standard projector are also available. Minnesota Mining and Mfg. Co., Dept. L1-144, 900 Bush Ave., St. Paul 6, Minn.

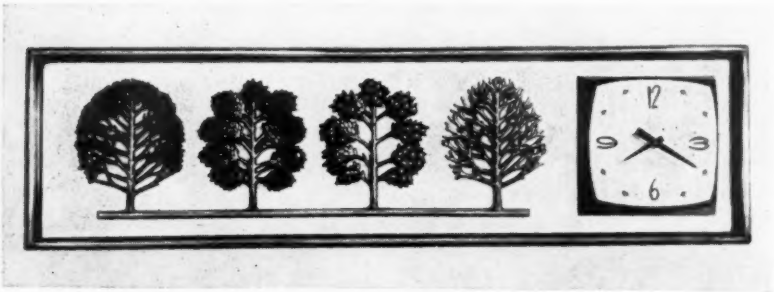
Circle N-12 on Reader Service Card

◀ Transistor recorder

The fully transistorized Phono-Trix "88" tape recorder uses three "C" cells and three penlight batteries or A.C. outlets. The dual-track magnetic tape medium provides 70 minutes of recording time. Standard equipment is a microphone with start/stop controls. Matthew Stuart & Co., Inc., 156 Fifth Ave., New York 10.

Circle N-13 on Reader Service Card

NEW SYSTEMS AND EQUIPMENT



Portable camera

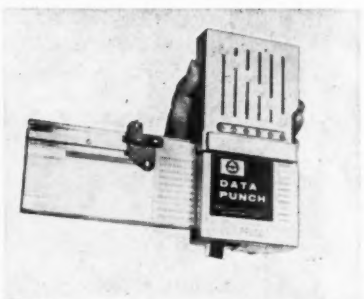
The P.D.C. microfilm camera can be used as a motor-driven desk unit as well as a portable scanning camera for maps, drawings, and bound books. The camera is 4 by 9 by 13½ inches in size and weighs 7 pounds with motor intact. Microdealers, Inc., 1560 Trapelo Rd., Waltham, Mass.

Circle N-14 on Reader Service Card

New calculator

The new Bohn Contex 20 porable electric calculator, seen recently at the OEMI show in New York, weighs 7 pounds. It is 10 inches in length, 7 inches in width, and 3¾ inches in depth. Price, excluding F.E.T., $235.

Circle N-15 on Reader Service Card



"Space" chair

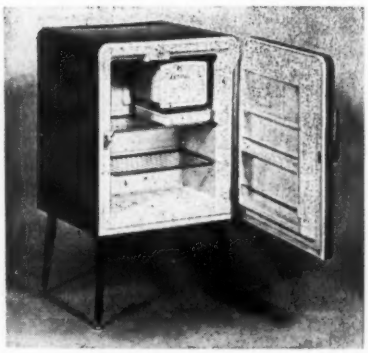
Executive seating has been given a "floating" appearance with the new President "Space Chair." The walnut frame swivel chair is 24 inches wide and deep with a 24-inch arm height. A special torsion bar mechanism is said to make the chair almost tip-proof. Carlton-Surrey, Inc., 1516 Blaine Ave., S.E., Grand Rapids, Mich.

Circle N-16 on Reader Service Card

Decorative clock

Four trees are the motif in this decorative wall plaque from a "Danish Modern" collection. The clock is powered by a single, 1½-volt flashlight battery that is said to run the 7-jewel timepiece for 12 to 15 months. Plaque measures 41½ inches by 11½ inches and is finished in walnut against a white background. Syroco, Inc., Div. of Syracuse Ornamental Co., Inc., Syracuse 2, N. Y.

Circle N-17 on Reader Service Card



▲ Compact refrigerator

The Astral portable spot refrigerator has no moving parts (guaranteed silent), thermostatic control, and operates on 6 to 220 volts. Exterior dimensions are 21 1/5 inches deep, 21¼ inches wide, and 25 2/5 inches high. Morphy-Richards, 232 S. Van Brunt St., Englewood, N. J.

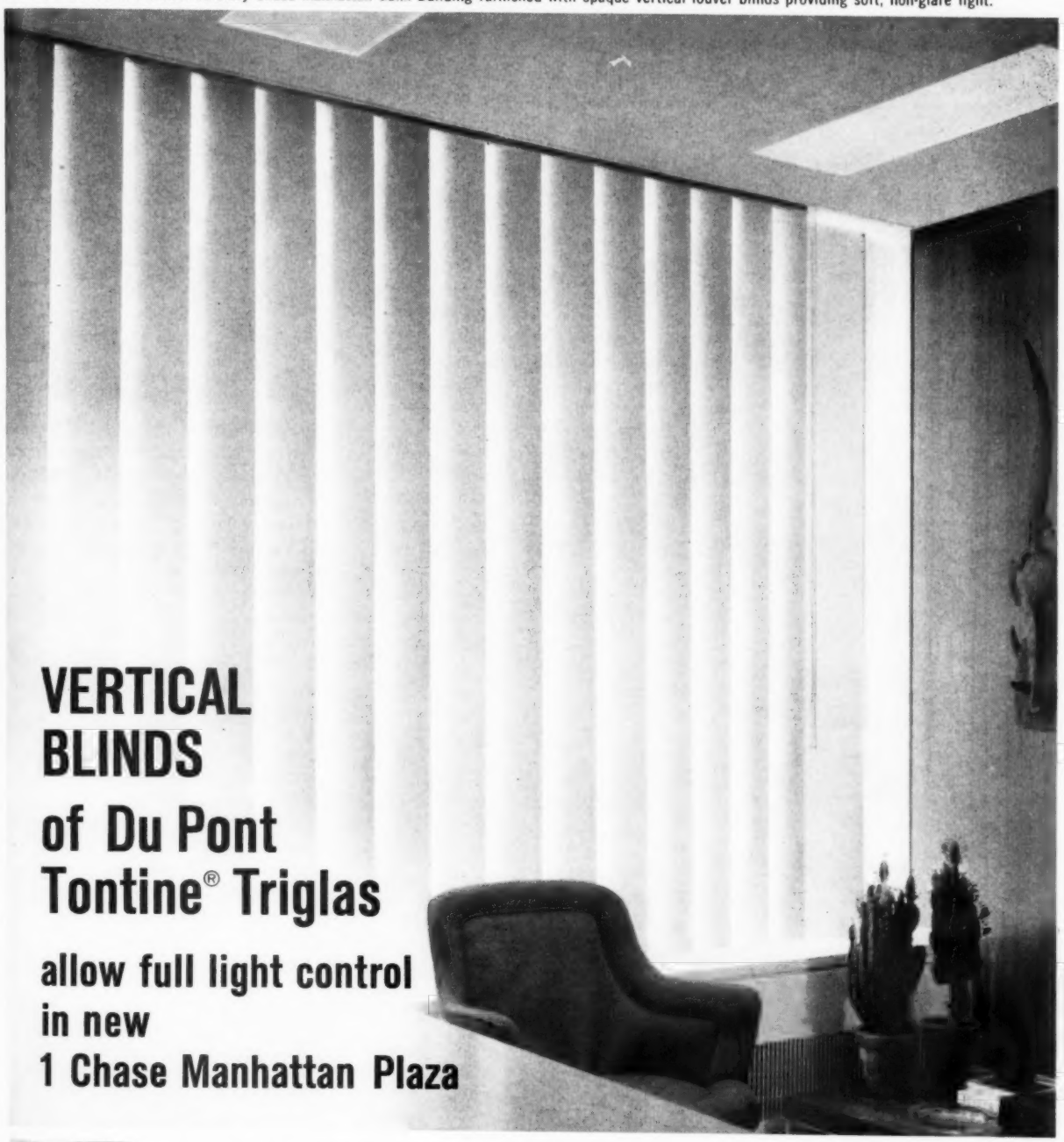
Circle N-18 on Reader Service Card

Data punch

Designed to eliminate transcription errors, the Data Punch allows information to be verified before punching. The area to be punched is selected by a field indexing gauge; the data to be entered is positioned by a series of keys (information is visible on dials for verification), and then punched by depressing an operating lever. Unit accommodates 80 or 51-column cards as well as multiple-part card sets. The Data Punch was recently introduced at the OEMI Business Equipment Exposition. Addressograph-Multigraph Corp., 1200 Babbitt Rd., Cleveland 17.

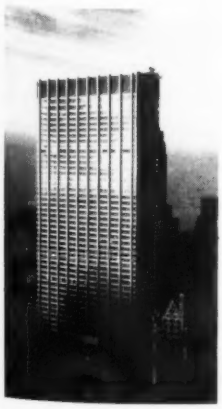
Circle N-19 on Reader Service Card

Executive office in the new 60-story Chase Manhattan Bank Building furnished with opaque vertical louver blinds providing soft, non-glare light.



VERTICAL BLINDS of Du Pont Tontine® Triglas

allow full light control in new 1 Chase Manhattan Plaza



Modern throughout, 1 Chase Manhattan Plaza has vertical louvered blinds in every one of its 8,800 windows. "Tontine" Triglas* vinyl-coated woven glass fabric gives offices a smart new look. Blinds are neat . . . easy to clean . . . rotate to permit light desired and slide like a drapery to either side of window. They're dimensionally stable . . . resist curling, twisting, bowing or distortion. Long-lasting matte white finish reflects solar heat . . . helps keep rooms cool. Blinds fit windows of any size. Du Pont makes fabrics used . . . does not manufacture the blinds. Send coupon for free swatches of "Tontine" Triglas.

*Reg. U. S. Pat. Off. #2,956,917

DU PONT

Tontine® Triglas

Washable Window Shade Cloth

BETTER THINGS FOR BETTER LIVING *THROUGH CHEMISTRY*

(Circle No. 52 on Reader Inquiry Card)

SEND COUPON FOR SAMPLE SWATCHES AND FURTHER FACTS ABOUT TRIGLAS . . .

E. I. du Pont de Nemours & Co. (Inc.)
Fabrics Division AR-1-6
Wilmington 98, Delaware

Please send swatches of "Tontine" Triglas vertical louver woven glass fabric and names of manufacturers of vertical louvered blinds.

Name_____

Position_____

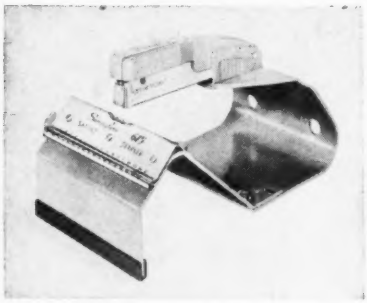
Company_____

Address_____

City_____ Zone_____

State_____

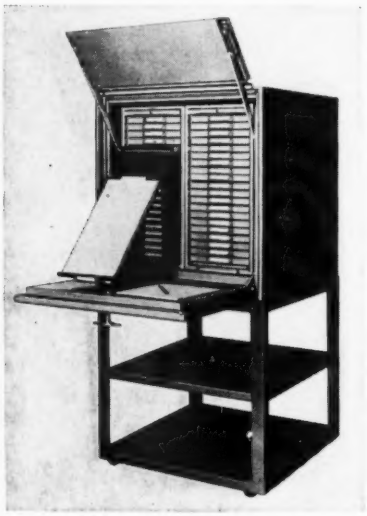
NEW SYSTEMS AND EQUIPMENT



◀ Saddle stapler

The new Swingline 615 stapler is designed for stapling together up to 120 pages. The lightweight stapler can be fastened to the desk and has a padded bottom to prevent scuffing. Large capacity magazine cuts down loading time which, says the company, is instant and jam-proof. It handles up to 11 by 17 inch sheets, comes with a calibrated paper guide and retails for $14.95. Swingline, Inc., Long Island City, N. Y.

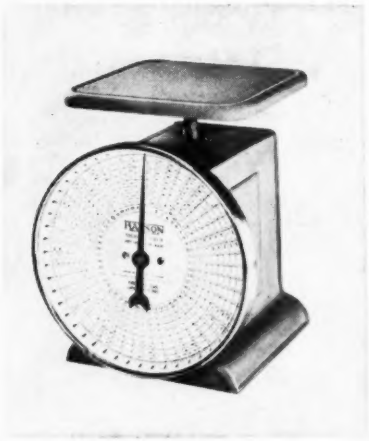
Circle N-20 on Reader Service Card



▲ Insulated record safe

An insulated visible record safe, model 2224, protects two 5 by 8-inch record cabinets from fire and theft. The safe door, equipped with three line locking bolts, pulls down to provide a work area. The safe exterior is 26¼ inches wide, 32½ inches deep and 28¾ inches high. Ever-Safe Co., Div. Schwab Safe Co., Lafayette, Ind.

Circle N-21 on Reader Service Card



▲ Parcel post scale

The Hanson model 1515 parcel post scale has a capacity of 50 lbs. and is calibrated in two-ounce units. Postage for all zones up to 50 lbs. is computed on the 8 inch, glass covered dial. The platform is 7 inches square, the overall dimensions 8 by 7½ by 10 inches. Hanson Scale Co., Northbrook, Ill.

Circle N-22 on Reader Service Card

◀ Desk dolly

Steel desks can be relocated by one man using the Desk Dolly, a lightweight mobile jack. Approximately 35 pounds of force are needed to raise the desk with the unit welded frame; the handle is removed to allow the desk to be rolled on ball bearing swivel casters down narrow passages. S & G Enterprises, Inc., 7050 N. 76th St., Milwaukee, Wisc.

Circle N-23 on Reader Service Card

▲ Copying machine

A new copy machine, recently introduced at the OEMI Business Equipment Exposition, operates on an automatic diffusion transfer principle to copy any original up to 11 inches wide at the rate of four copies per minute. The unit automatically turns itself on when an original is fed into it, makes exposure, adjusts itself to the length of the original, trims the positive, and delivers the developed print flat and dry. The machine will be marketed by the following companies and their subsidiaries: Ozalid Div., General Aniline and Film Corp., Johnson City, N. Y.; Anken Chemical & Film Corp., Newton, N. J.; Photek, Inc., A Subsidiary of Textron, Inc., Providence, R. I.

Circle N-24 on Reader Service Card

▲ Typewriter pad

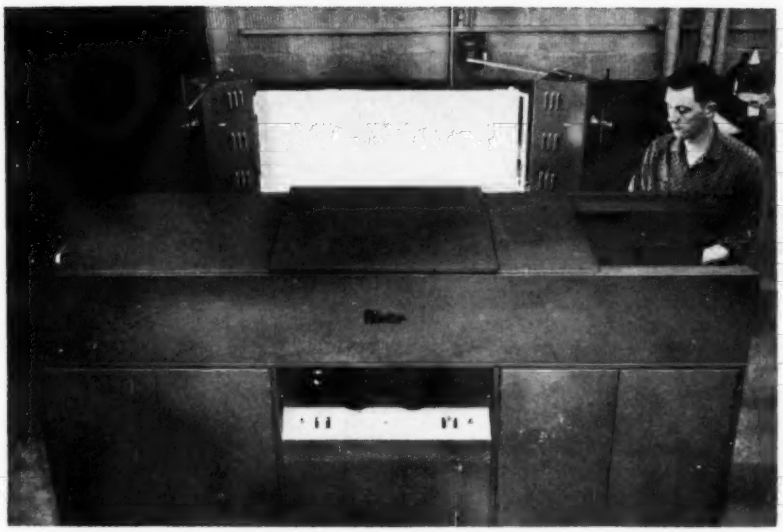
Machine noise is reduced when supported by sound absorbent pad. The Ace Lite pad has a ⅛-inch corrugated rubber top on a ⅜-inch sponge rubber base. The top layer of the pad is available in black, maroon, gray, green, red, and blue. Ace Lite Step Co., 1708 S. State St., Chicago 16.

Circle N-25 on Reader Service Card

Offset plate-maker

A machine which automatically produces low-cost paper offset plates in 60 seconds from almost any printed material, and enlarges or reduces size, has been developed by Robertson Photo-mechanix, Inc. Called "Electricon," it employs a dry, daylight electrostatic process of producing paper offset masters. Cost is about 25 cents for each 10 by 15 inch size in daily production of 100 plates. Three models handling sizes from 8½ by 11 to 17 by 22 inches are available at prices from $6,500 to $11,000, f.o.b. Chicago. Robertson Photo-mechanix, Inc., 7440 Lawrence Ave., Chicago 31.

Circle N-26 on Reader Service Card



Automatic copier

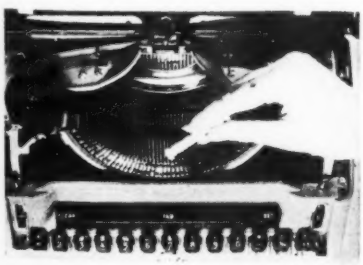
The Arcor Automatic Copier now enables offices to make their own glossy prints. Sharp enough for halftone use, these glossies can be produced in 10 seconds each at a cost of less than 10 cents in paper, says Arcor. The machine can deliver dry positive prints from negative film, negatives from film, photostats, translucent masters and lithograph proofs. For general office use, it is designed to copy anything from any color. The Arcor stands approximately three feet in height and sells for $1,995. Burton Mount Corp., New Hyde Park, N. Y.

Circle N-27 on Reader Service Card

Tab card file

An eight-drawer "Cross-File" makes 86,000 tabulating cards accessible to a seated operator. Tilting "wobble blocks" make the face of a card visible at the flip of the finger. The rear tray and all drawers of the 39-inch-high file can be easily reached. Shaw-Walker, Muskegon, Mich.

Circle N-29 on Reader Service Card



Typewriter cleaner

Typewriter faces can be cleaned without extensive preparation with Britetype sticks. By squeezing the stick a cleaning wick is saturated with a dirt dissolving liquid that enables the user to wipe type faces clean. Perry-Sherwood Corp., 255 Park Ave., South, New York 10.

Circle N-28 on Reader Service Card

For more information about any product circle corresponding number on reader service card inside back cover.

Dictating machine

The Rex Recorder's roll tape "tear-off" indexing system spots changes so accurately, says the company, that single words may be picked up instantaneously. Consequently, changes and insertions on letters can be found more quickly, saving time and money. The Rex Recorder retails for $295.00. American Dictating Machine Co., Inc., 51 W. 45th St., New York 36.

Circle N-30 on Reader Service Card

TOOLS OF THE OFFICE

MAIL ROOM EQUIPMENT

Addressing, collating, folding, inserting, postage, and related

By JOHN M. SINE

THE DAILY mail has been likened to a plasma that each morning fills the arteries of the company with new life. The terminal of this energy, the mail room, is often taken for granted until it falters or sags beneath the burden of malfunction and neglect. "Where's the mail?" is a cry quickly echoed through the inactive halls of a company whose primary communications has stopped.

Like other departments of an organization, the mail room is a source of spending. It is consequently a source of savings. To discover the policies and mail room practices of a large number of companies, and to uncover areas of potential savings, the National Office Management Association surveyed more than 1,300 business, industrial, and service organizations throughout the United States and Canada. The results are not dramatic, but they indicate that the mail room can be a bright spot in a business when managed with efficiency and dispatch.

Jet air travel and a Post Office that is streamlining its major plants are making it possible for companies to coordinate their mailings with plane and train schedules. Although only 18 per cent of the NOMA survey respondents indicated that they did coordinate their schedules with those of the Post Office, it has been suggested that many more companies could profit by such practice. A discussion with your local postmaster might reveal methods of gaining hours and days for important delivery by adjusting arbitrary pick-up and delivery schedules in your office.

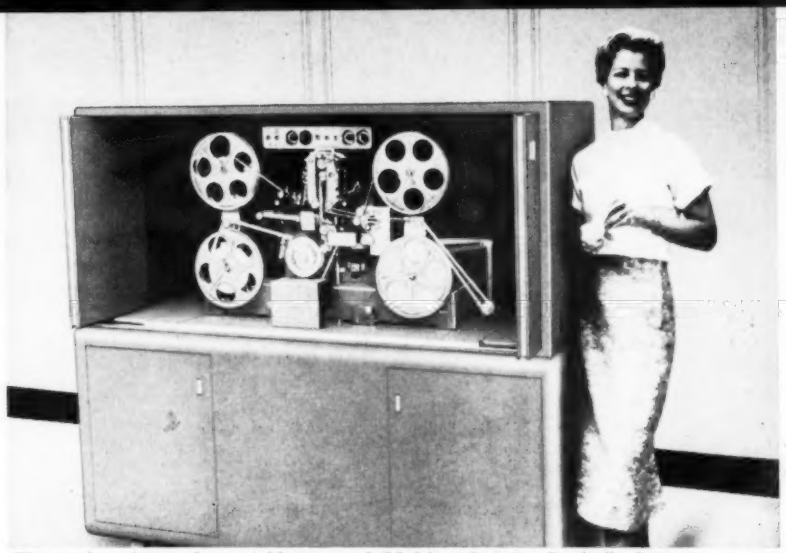
The person directly responsible for mail room activities in 46 per cent of the companies questioned is the office manager. A department head is the person responsible for the mail room in 21 per cent of the companies, an office services manager in 13 per cent, and individuals of other titles hold responsible mail room positions in 20 per cent of the responding organizations.

"About 63 per cent of the companies conduct periodic checks in all departments to determine if desirable mailing procedures and standards are being maintained," NOMA reported. Periodic instruction on mail room procedures and postal regulations are given to mail room employees in 85 per cent of the firms surveyed, and 96 per cent of the respondents attempt to control postage costs by emphasizing the use of the correct amount of postage. Considering the variable factors such as the number of small companies who do not need the procedures of larger companies for efficient mail handling, the survey shows a positive effort by management to keep the mailroom operating at peak eciency.

"Who should open incoming mail?" In 63 per cent of the responding companies that job is handled by the mail room staff. Among the remaining companies 12 per cent open the mail in each department, 9 per cent have the mail opened by individual secretaries, and 5 per cent let the addressee open the mail. The remaining 13 per cent follow various plans. In 97 per cent of the companies questioned mail that is marked "personal" is delivered directly to the addressee for opening. Incoming mail is date-stamped by 72 per cent of the organizations surveyed. Complete results of the mail room survey can be obtained from the National Office Management Association, Willow Grove, Pa.

At the Union Carbide Corp., current winner of *Administrative Management's* "Office of the Year Award," the mail room is an example of controlled handling of mail in large volumes. An average of 450,000 pieces of mail go in and out of the Union Carbide mail room a month, according to W. W. Genthner, head of mail room activities.

Located on the 12th floor of the 52-story building, the mail room is a terminal for an automatic conveyor system that distributes mail throughout the building. At 8 a.m. on a typically busy day the first of approximately 60 bags of mail arrive at the Union Carbide. It is quickly sorted by as many as seven men and sent to each floor by the conveyor on half-hour schedules. By 10:30 the morning mail has been distributed. Although a single floor does not receive all of its mail at one time, enough is supplied to begin the day's activity; substantial amounts arrive soon after initial distribution. Specific departments and individuals are serviced by local mailrooms staffed by clerks who distribute and collect mail



Electronic printers from Addressograph-Multigraph print facsimile images on tape.

through the conveyor system. Local mail rooms are in direct contact with the central mail room by an intercom system. There are four or five pick-ups per day that net as many as 26 bags of outgoing mail. Each mail bucket that is sent through the conveyor system is noted on a chart specially designed for the job. In this way Genthner knows at what time a specific floor received mail and if it was "urgent" material such as teletype messages. The Union Carbide mail room is not elaborate, it is equipped to do the job without fail. Equally responsible for the activity that keeps Union Carbide communications alive are the realistic standards that clarify operating procedure. Although the company maintains rigid schedules, its mail room can yield adequately to unpredictable demands.

The following list briefly describes equipment most commonly found in mail room operations. Descriptions are necessarily incomplete; for more information circle or write the appropriate number on the reader service card inside the back cover.

Addressing equipment

T-1 *A. B. Dick Co., 5700 W. Touhy Ave., Chicago 31.* Company manufactures the Model 910 Videograph that prints address labels by an electrostatic process at the rate of 130,000 per hour from magnetic tape, punched paper tape, or directly from a computer. A tape reader-buffer edits and eliminates non-print addresses, stores the printing information, and transmits the data to the printer. The Videograph printing unit converts the digital codes from the buffer into signals that produce five - line, sprocket punched, address labels. The labels are then applied to mailing pieces by affixing equipment.

Circle T-1 on Reader Service Card

T-2 *Addressograph - Multigraph Corp., 1200 Babbitt Rd., Cleveland 17.* Company markets a complete line of electronic facsimile printers, transfer printers, and addressing equipment using embossed metal plates. The variations in each line of machines are too numerous for listing. The following is a brief description of major models.

A-M Electronic Facsimile Printers transcribe information from 80- or 90-column punched cards on which alpha-numeric data have been typewritten or otherwise imprinted with Gothic type faces. The master cards are scanned photoelectrically; light signals generated are converted to electrical impulses, then amplified to energize electrical printing elements which produce facsimile images of the scanned letters and numerals on mailing tape, transfer master, and other continuous forms. Up to 10,000 four-line name and address units can be written per hour.

Model 851 produces four-line labels, 7/8 inch wide, for use on automatic mailing machines. Model 852 has a town-marking device.

For more information about any system circle corresponding number on reader service card inside back cover.

Model 855 produces labels or mail tape in duplicate, to provide for a vault or proof list as a by-product of addressing.

Model 860 prints various types of documents, bills, checks, and continuous forms in a variety of sizes from either rolls or fanfold packs.

A-M Transfer Printers, Class 830 are used in conjunction with A-M electronic printers to transfer print unit forms from a continuous master by application of heat and pressure.

Model 830 prints from a single roll of serially imaged master tape that may contain over 7,000 name and data units. Forms from 3 by 5 inches to 12 by 15 inches may be fed singly or automatically at speeds of 5,500 to 9,500 per hour.

Model 831 operates from a vertically imaged continuous form transfer master prepared by tabulator, typewriter, bookkeeping machine, adding machine or pencil. Envelopes, checks or broadsides are automatically fed at speeds of 7,200 per hour by suction or friction feeders.

Model 835 can transfer print simultaneously on both sides of a post card, bill, or similar document from two masters.

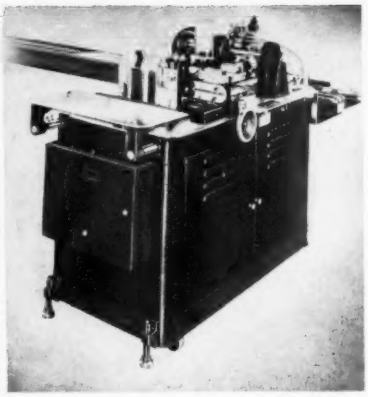
Addressograph Machines, manually or electrically operated, use coded and embossed metal plates to print information, by pressure, on a specially prepared ribbon. Several models (Class 30, Class 100, Class 200) are operated by depressing an impression arm. Class 900 is electrically operated and controlled by keyboard or foot pedal. Class 1900,

the most versatile of Addressograph machines, writes, prints, makes carbon copies, and lists in several forms. Pre-classified information can be selected without sorting the metal plates or disturbing filing sequence. Class 2000 has a 3-drawer capacity receiving hopper.

SPEEDAUMAT addressing machines utilize embossed metal plates notched at the top for automatic selection. Changes and corrections are made by embossing over old type. Machines print through an inked ribbon in much the same manner as Addressograph equipment.

CLASS 50 SPEEDAUMAT addresser is a simple manual unit for single plate addressing; model 600 is also a manually operated machine, but plates are fed automatically from a magazine. The model 600 can make 1,000 to 1,500 impressions per hour.

CLASS 2600 SPEEDAUMAT can be fed by hand at the rate of 2,000 to 3,500 impressions per hour or it can be equipped with an automatic friction feeder that automatically feeds and addresses letters, envelopes, broadsides, cards, etc. Plates and forms can be loaded continuously while the machine is in operation; production ranges from 4,000 to 7,000 impressions per hour. Other attachments to increase the utility of the 2600 are: a mailer strip lister, selector, counter and skipper. Model 2605, equipped with a selector, prints desired names according to as many as 24 classifications and automatically skips those names not desired. The strip lister has an automatic town marker.

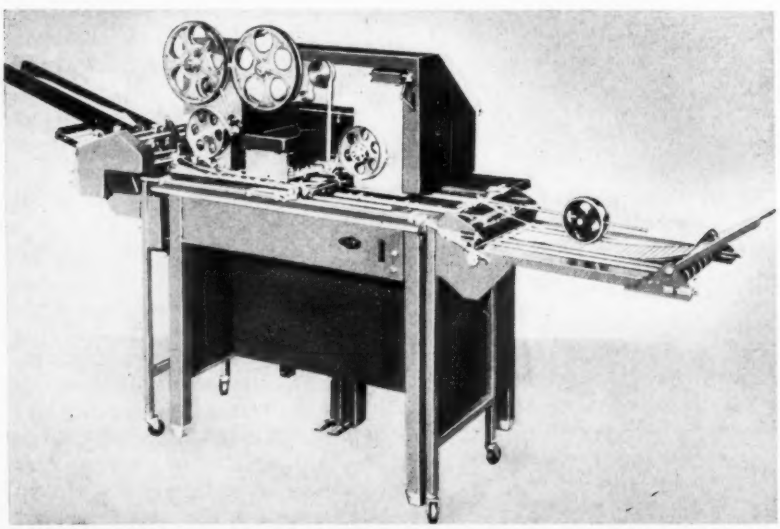


Cheshire "E" applies preaddressed labels.

MODEL 4100 SPEEDAUMAT produces three imprinted strips on a single run. Two of the strips are 3 inches wide and automatically wound and rewound after imprinting; the third strip, 4¾ inches wide, is automatically cut in sheets 15 inches long. Expired plates are automatically separated.

MODEL 4300 SPEEDAUMAT automatically feeds paper from blank roll, imprints mailing address, return address corner card, and postal indicia through a ribbon, marks for route separation and cuts to any wrapper size up to 18 by 23 inches.

Circle T-2 on Reader Service Card



Addressograph-Multigraph's 830 Transfer Printer uses tape from an A-M facsimile unit.

T-3 *Cheshire, Inc., 1644 N. Honore, Chicago 22.* Firm manufactures machine that applies preaddressed labels to lightweight printed pieces in sizes from 3¼ by 5½ inches to 11 by 14½ inches, and thicknesses up to 3/16 inch, at controllable speeds from 4,500 to 16,000 per hour.

MODEL E applies all types of preaddressed labels from continuous pack form, roll strip, and cut or individual labels. A combination rotary labeling head will apply both wide and narrow tape strips. Pieces can be continuously fed into the machine from an adjustable vacuum hopper. Labels and glue can be replenished without machine interruption.

Circle T-3 on Reader Service Card

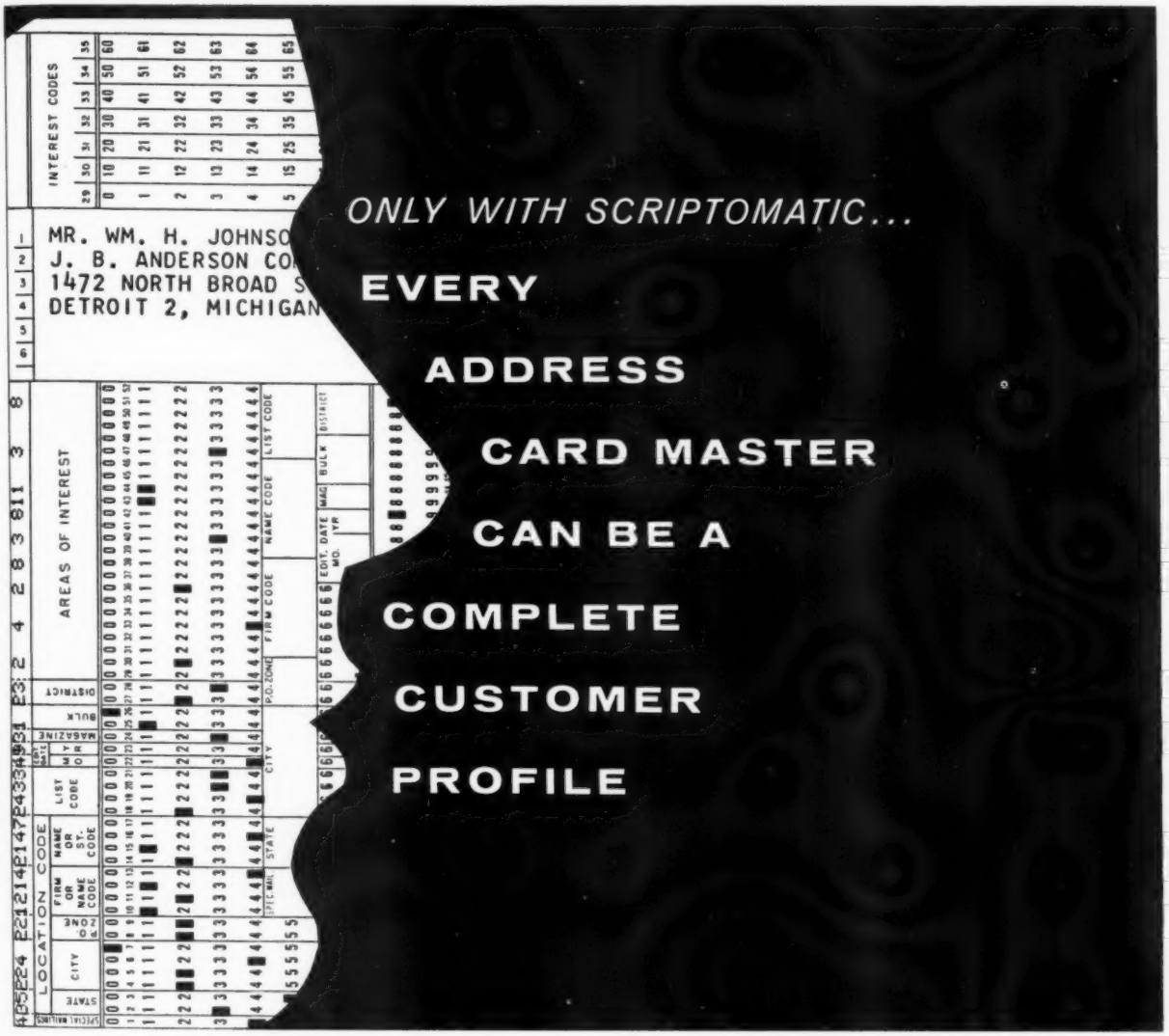
T-4 *Dashew Business Machines, Inc., 3655 Lenawee Ave., Los Angeles 16.* Company recently announced a transfer process addressing machine which imprints directly from 3 by 5 master cards. The master cards, or Dashamasters, are coated with a medium that gives a black imprint and will not rub off when being handled. Master cards may be typewritten or written with ball point pen. The manually operated machine will address 3,500 pieces of mail per hour; electric models address 5,400 pieces per hour.

Circle T-4 on Reader Service Card

T-5 *Elliott Industries, Inc., 143 Albany St., Cambridge 34, Mass.* Firm markets Elliott addressing machines that use master stencils set in flexible, lightweight frames, to address a variety of pieces. Stencils are cut on any typewriter with a platen clamp attachment. For large volume mailing lists, special attachments are available that enable a typist to make from 1,000 to 2,500 address cards in a day. Stencils are guaranteed for 10,000 impressions.

MODEL 1250 automatically feeds envelopes up to 10 inches in length and ejects them in one turn of the hand crank. When attached to the Elliott electric table it addresses up to 5,400 forms per hour. Unit features tray loading, a tube-loaded ink reservoir, and a transcript roll attachment that prints addresses on plain or gummed tape.

MODEL 808 is a manual desk-top addresser weighing 27 pounds and



With Scriptomatic methods your customer record cards serve also as your address masters. Scriptomatic represents the perfect marriage of punch-card processing and addressing equipment. No other addressing system combines such data-writing versatility and production economy.

Want Flexibility? Your Scriptomatic Machine will selectively address, skip, sort, and count your lists, without disturbing file sequence.

Want Simplicity? Any typist can prepare your master on an electric typewriter. Scriptomatic addressing machines print at high speeds directly to almost any size or shape mailing piece.

Want Economy? Use *card* masters instead of stencils or plates. Save time typing masters. Eliminate duplicate lists. Cut filing space requirements by 75%. Get automatic in-filing, segregation and counting as by-products of your addressing runs.

Look into the Scriptomatic model that fits your requirements. Request detailed data and case histories in your field today. Your inquiry will be promptly processed.

$100

Scriptomatic

Model 10

Model 101

Model 301

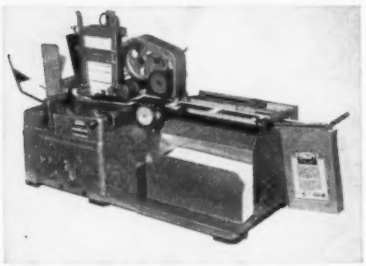
Hand Addresser

Card Writer

Filing Equipment

SCRIPTOMATIC, INC., 1107 Vine Street, Philadelphia 7, Pa. / *Modern Addressing-Data Writing Machines and Methods*

(Circle No. 41 on Reader Inquiry Card)



Elliott's model 1250A stencil addresser.

capable of addressing 800 pieces per hour. A stencil cabinet of similar design is also available.

MODEL 1250A is a newly styled, self-contained electric version of the 1250 that measures 26 inches in length, 18 inches in height, and 12 inches in width. Automatic operation can be switched to hand feeding for outsized pieces. Machine addresses approximately 2,500 pieces per hour. Attachments include a dater, 3 by 5 card feeder, repeater, and counter.

MODEL 3000 SENIOR is an upright machine that uses any of the five stencil sizes and may be equipped with more than 70 special purpose attachments. Stencils are tray-loaded and unloaded in lots of 250 or 350; ink supply is stored in a sealed reservoir and feeds out as required; material is addressed face-up in view of the operator. Among the attachments available is a dick strip imprinter, a sheet feed attachment, form printing attachment, and an automatic expirator that purges inactive stencils from the file as a by-product of an addressing run.

MODEL 3001 is a smaller version of the 3000 that operates at speeds up to 4,200 impressions an hour.

MODEL 5500, a non-selective machine for large volume mailings, handles a variety of pieces, from 3 by 5-inch cards and labels to oversized broadsides, envelopes and publications. Stencils are tray-loaded, 350 at a time; automatic ink reservoir is tube-loaded; maximum printing speed is approximately 12,000 per hour.

MODEL G-EW gives fully automatic, selective addressing of 3 by 6 inch cards or 9 by 12-inch bulky items. Unit can be adapted to imprint dick strip or make sheet listings. The selective device senses holes punched into stencil margin and electronically instructs the printing head to imprint selected stencils while by-passing others.

Circle T-5 on Reader Service Card

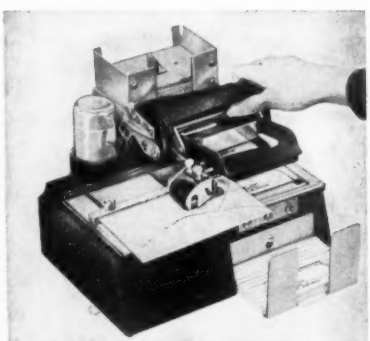
T-6 *Farrington Mfg. Co., Needham Heights 94, Mass.* Company manufactures a line of addressing machines that use a light alloy plate that prints through an inked ribbon to the form or mailing piece. Plates are available in two sizes: 2RT with a capacity of 7 lines, 38 characters per line; 3RT with a 9-line capacity, 46 characters per line.

MODEL 250 is a desk-top hand-operated unit designed for printing of individual plates on hand-fed forms. The plates print through a ribbon that moves with each printing action; the platen can be fixed to delete sections of the plate not required for printing.

MODEL 330 is a manually operated printer of the desk-type that automatically feeds each plate for printing or rejection. Variable information can be printed by a number of data channels that contain loose type, lino slugs, or line blocks. Plates are re-filed in the same order after printing. Among several optional features is a listing attachment.

MODEL 450 electrically powered printer automatically feeds magazine-loaded plates for continuous operation. A selector panel enables a required category of plates to be printed automatically. Plates are refiled in correct sequence. Automatic listing is obtained with a precision cut lister. The machine can be fitted with numerous optional attachments, one of which provides variable data.

Circle T-6 on Reader Service Card



Master Addresser's hand addressing unit.

T-7 *Master Addresser Co., 6500 West Lake St., Minneapolis 26, Minn.* Company manufactures desk-top addressing equipment that employs the spirit transfer process. Paper masters are prepared in a typewriter (masters are available with four address slips to a sheet with carbon attached), and approximately one hundred can be placed in the machine at one time. The moistening roll moistens and moves the envelope into printing position automatically with each pull of the handle. Cards are automatically refiled in proper sequence. A foot-operated model is also available.

Circle T-7 on Reader Service Card

T-8 *Nettle Mfg. Co., 27 Huntington Ave., Boston 16.* The Model 600 A-DRESS-R manual desk-top addressing machine uses metal plates that print through a ribbon that winds and reverses automatically. Sweep of stamping arm automatically feeds and positions the plate from a magazine with a 150-plate capacity.

Circle T-8 on Reader Service Card

T-9 *Nord Photocopy & Electronics Corp., 300 Denton Ave., New Hyde Park, N. Y.* Firm recently introduced the Nordamatic Addresser that uses a stencil that can be made on a typewriter. The machine is capable of obtaining more than 100,000 impressions from a stencil and can print 120 addresses a minute. The electric machine restacks stencils in order.

Circle T-9 on Reader Service Card

T-10 *Rex - Rotary Distributing Corp., 387 Park Ave. South, New York 16.* The Listax addressing machine is a self-contained unit that employs metal plates to address hand-fed material. The machine is available with foot or electrical drive and can be equipped with a form lister, dater, and tag holder. Addressing plates are coded to allow operator to skip an address if necessary. Each tray holds 100 plates that are automatically refiled at the end of the run.

Circle T-10 on Reader Service Card

T-11 *Royal McBee Corp., Data Processing Div., Port Chester, N. Y.* Company markets the McBee Handprinter, a portable spirit-type hand duplicator that uses an original record (ledger card, contract or Keysort card) as the duplicating master.

Over 100 reproductions can be obtained from one master.

Circle T-11 on Reader Service Card

T-12 *Scriptomatic, Inc., 11th and Vine Sts., Philadelphia 7.* Firm makes four basic models of an addressing machine that uses master record cards (accounts receivable, punched cards, etc.) to imprint directly on mailing pieces or list. Master cards are typed using a transfer paper roll attachment that leaves a chemical impression on the back of the card. The master is then applied either automatically or manually to the mailing piece or tape in the presence of solvent and the image is transferred. For light mailing jobs, a Scriptomatic hand addressing kit includes masters, carbon hinges, spare parts, and a chrome plated hand addresser.

MODEL 10 prints as fast as copy material is presented, ejects and stacks. Material from 3 by 5 inches to 11 by 13¾ inches can be automatically fed with an additional feeder attachment. Selective addressing can be obtained with the addition of a selector attachment. A tape lister for the model 10 has recently been announced that prints a five-line name and address (or other data) directly from master to a tape. The tape lister can be interchanged simply, and provides an end of town marking device.

MODEL 101 has tape listing and bulk feeding attachments, friction feeder, and can also be equipped with a suction feeder. Operating from master cards, it can be fed automatically or by an operator using a foot pedal. Model 101-S has electronic selective controls that enable the operator to print, skip, sort, and count according to the program developed.

MODEL 301 prints from master punched cards to a ⅞-inch-wide mailing tape at the rate of 30,000 to 40,000 five-line addresses per hour. The tape is punched, addressed, and rewound in sequence. Town marking is also provided.

Circle T-12 on Reader Service Card

For more information about any product circle corresponding number on reader service card inside back cover.

Working for you or against you?

Checked your mailing scale lately? If it's worn, weak or stiff, it may be working against you.

By over*weighing! An unnecessary extra four cents postage on as few as ten letters a day runs into a hundred dollars a year—wasted!*

By under*weighing! Mail that arrives "Postage Due" can antagonize your customers and prospects. Or may be returned for you to pay the postage due.*

An honest and accurate mail scale soon pays for itself in any office!

Pitney-Bowes scales are precision weighing instruments. The automatic mechanism doesn't deteriorate with use, stays accurate year after year. Markings are big, and easy to read. The quick-acting hairline indicator shows the exact postage required. Mailing is faster and easier. And you're sure every piece of mail has the right postage.

PB has seven scale models. One has an international postage chart, for foreign mail. One is for parcel post, with 70 lb. capacity. There's a little beam scale for the smallest office. Ask the nearest Pitney-Bowes office about the right scale for you. Or send the coupon for free illustrated booklet.

FREE: *Handy desk or wall chart of postal rates, with parcel post map and zone finder.*

PB Pitney-Bowes
MAILING SCALES

Made by the originator of the postage meter ...139 offices in U.S. and Canada

PITNEY-BOWES, INC.
2987 Walnut Street
Stamford, Conn.

Send free booklet ☐ *rate chart* ☐

*Name*_____

*Address*_____

(Circle No. 36 on Reader Inquiry Card)

Scriptomatic 301 imprints mailing tapes.

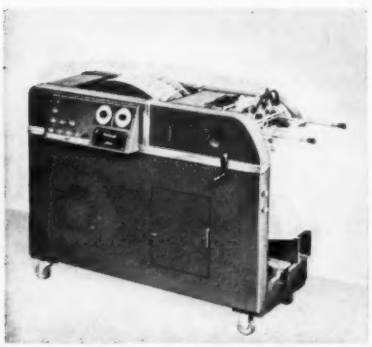
T-13 *Weber Marking Systems, Inc., Mount Prospect, Ill.* Firm manufactures a desk-top label addressing machine, manual and electric, using stencils. Unit prints, counts, cuts to size desired, numbers, and stacks labels from a roll form.

Circle T-13 on Reader Service Card

Collators

T-14 *Addressograph - Multigraph Corp., 1200 Babbitt Rd., Cleveland 17.* Firm markets the Multigraph Accra-Feed Collator; Model 650 operates from a 50-pocket rotary drum, each pocket having a 100-sheet capacity. Machine is equipped with vacuum feeder, a sheet counter and a book counter, plus automatic controls that reject blank or double sheets. Unit will feed paper in weights ranging from 13- to 110-pound index bristol.

Circle T-14 on Reader Service Card



The Multigraph Accra Feed Collator 650.

T-15 *Automated Business Machines Corp., P.O. Box 1819, Rochester 4, N.Y.* Firm markets a line of Cutler collating machines for nesting or straight collating. Available with four to sixteen stations, in increments of two, the Cutler collator accepts sheets from 3½ by 5 inches to 9 by 13 inches. A special attachment adapts the collator for stitching. The ABM collator gathers, nests and collates single or double sheets, signatures, folders, in one operation in any sequence.

Circle T-15 on Reader Service Card

T-16 *Farrington Mfg. Co., Needham Heights 94, Mass.* Company makes several models of a vertical collator that may be combined with stitching and folding equipment.

The basic 4 or 5 station vertical collator operates on a suction principle to gather sheets up to 11 by 17 inches in size at the rate of 4,500 per hour. The collated material is automatically jogged and deposited criss-cross in an oscillating delivery tray. An electrical detection system stops the machine automatically if a sheet is missed or a double pick-up is made. Both 4 and 5 station vertical collators can be equipped with a conveyor and stitcher head that binds and deposits each set criss-cross.

THE BOOKLETEER is a vertical collator with conveyor, two stitcher heads, and a detachable folding machine that produces booklet folds, letter folds, or accordion folds in paper sizes up to 11 by 17 inches. The folder can be used separately if desired. The 4-station Bookleteer delivers 16-page booklets, 8½ by 11 inches, at the rate of 4,500 booklets per hour. Vertical collators and Bookleteers are available in models having 4 to 20 stations that will handle sheet sizes up to 11 by 17 inches.

THE DESK-TOP GATHERER collates 8½ by 11-inch sheets in sets of six at the rate of 120 sheets per minute.

Circle T-16 on Reader Service Card

The Desk-Top Gatherer from Farrington.

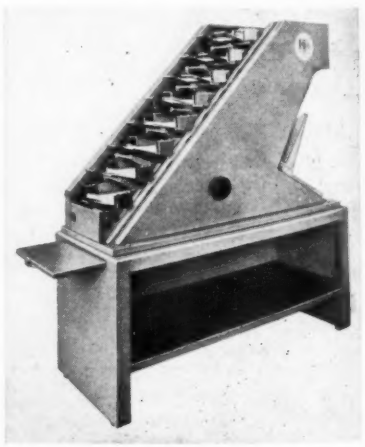
T-17 *General Binding Corp., Northbrook, Ill.* Company makes a line of collating equipment from desk-top models to more complex equipment. The desk-top model has 6 bins and will accept paper 8½ by 11 inches. In the larger floor models there are 10, 12, 16, 20 and 30-bin machines that accept sheet sizes from 5½ by 8½ to 14 by 21 inches. The speed of floor machines can be regulated to suit operating needs.

MODEL 150 has 15 bins for heavy duty collating, stapling, and stacking. Bins can be loaded while machine is in operation, and have a capacity 1¾ inches of paper. Sheet sizes can run to 8½ by 14 inches. Stapler and offset stacker are integrated in the machine. A switch can criss-cross or pile stacked, stapled, or unstapled sets.

MODEL CSS collating machine collates, staples, and stacks both letter and legal size papers at speeds up to 12,000 sheets per hour. Model CSS is available in 10, 12 and 16-bin models.

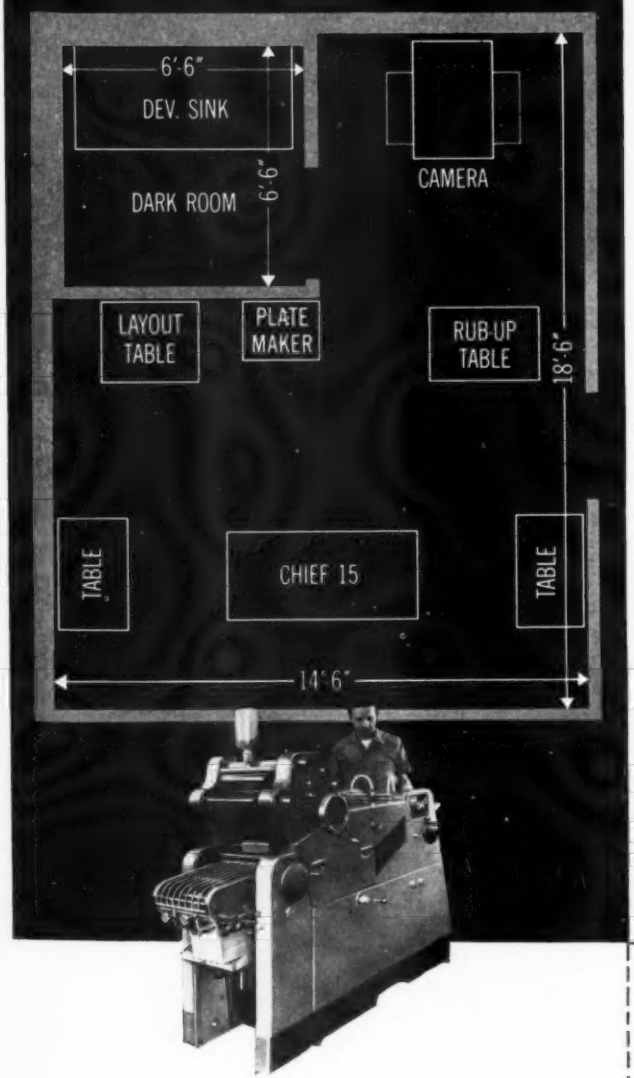
Circle T-17 on Reader Service Card

T-18 *Halverson Products Co., Inc., 1051 N. Paulina Ave., Chicago 22.* Model 8E electric automatic collator produces 2,300 8-sheet collated



Model 8E collator from Halverson Prod.

This profitable offset department can be YOURS for less than a dollar an hour!



For less than a dollar per *working hour*, you can purchase a complete ATF offset department, including: press, camera, darkroom sink, negative layout table, platemaker, and utility table. If you have some seldom-used equipment to trade in, chances are you will need little or no down payment.

Or you can lease the complete "package"—or any part of it—without trading in any equipment or making a down payment.

Either way, you get brand new equipment—and only what you need—on the easiest terms. You can pay as you go and make a profit as well.

Heart of this plan is the ATF Chief 15, the small press with the big press features...the press which has been chosen by over 1500 professional printers. You can see this press and the related "package" equipment in operation at your nearest ATF Branch Office; or your ATF Representative will supply full details, including a folder, "How to Set Up for Offset," which outlines various plans and choices of equipment. If you prefer, use the coupon below.

ATF

ATF Type Faces used in this advertisement: heads, Craw Clarendon; text, Bodoni Book; coupon, News Gothic Condensed.

American Type Founders

American Type Founders, Dept. B
200 Elmora Avenue, Elizabeth, N. J.

I'm interested in your "Offset Package Plans" on a ☐ purchase ☐ lease basis.

Name_____ Title_____

Company_____

Street and Number_____

City_____ Zone_____ State_____

(If you have trade-in equipment, list descriptions, models, serial numbers)

(Circle No. 4 on Reader Inquiry Card)

sets per hour of sizes up to 8½ by 14 inches. Stations not in use can be shut off individually. Height is 57 inches, width 48 inches; machine operates on ¼ hp motor.

Circle T-18 on Reader Service Card

T-19 *Macey Co., 1385 Enterprise Ave., Cleveland 35.* Company manufactures a line of collators with four to 16 stations, capable of handling material from 3 by 5 inches to 12 by 17 inches, depending upon the model. Combined with Stitch-A-Fold units, the machines can stitch and fold booklets in one operation.

Circle T-19 on Reader Service Card

T-20 *Thomas Collators, Inc., 100 Church St., New York 7.* Company manufactures a complete line of electric automatic and mechanical collators.

MODEL G6E is a 6-sheet desk-top collator that holds one inch of 8½ by 11-inch paper per bin.

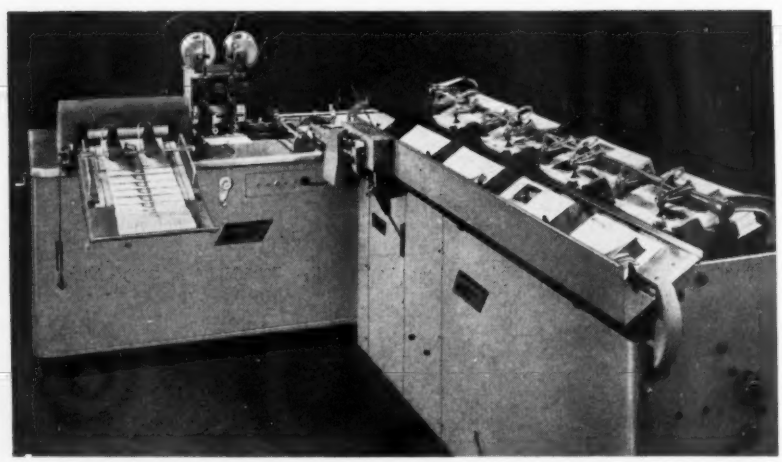
The line of floor collators includes 8, 10, 16, 20, and 32-sheet models of the front-feeding type. Model RD10 in this series is a 10-sheet model that holds 2½ inches of paper per bin and is capable of handling forms from 4 by 5 inches up to 20 by 17 inches. Model RT32 is a 32-sheet model that holds 1½ inches of paper per bin and is capable of handling forms from 4 by 5 inches to 20 by 17 inches.

MODEL 12-1 GATHERMATIC is a 12-station collator for sheets 11 by 14 inches down to 3 by 5 inches, equipped with criss-crosser to separate collated sets. Miss and double detectors, counter and station eliminator included. Model 12-1S is a similar machine that is also equipped with a single-head automatic stapler with a 12-sheet capacity.

Tandem 32-sheet model by Thomas.

MODEL 50-1 ROTOMATIC is a motor driven 50-sheet collator that automatically gathers and assembles up to 50 sheets per set at a rate of 25,000 sheets per hour. Machine is equipped with a miss and double detector that stops the machine when an error occurs, a set counter, and an offset stacker on a receding platform. Model 50-1S is similar to the above model with the addition of an automatic dual-headed stitcher with a 50-sheet capacity. The unit stitches and then stacks the finished sets.

Circle T-20 on Reader Service Card

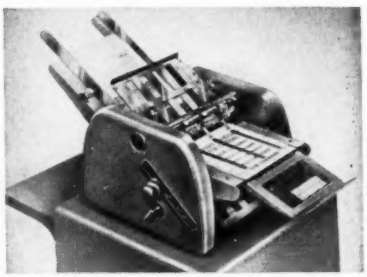


The Macey collator with Stitch-A-Fold has a speed range up to 4200 cycles an hour.

Folding and inserting machines

T-21 *A. B. Dick Co., 5700 W. Touhy Ave., Chicago 48.* Firm manufactures a model 57 electric folding machine. Choice of standard folds is facilitated by a "Quick-Set" chart; calibrated scales mark setting and adjustments. Loading is continuous for automatic feeding of uncoated or coated paper stocks from 16 to 36 pounds. Collated sets up to six sheets of 20-pound paper can also be folded.

Circle T-21 on Reader Service Card



A. B. Dick electric folding machine.

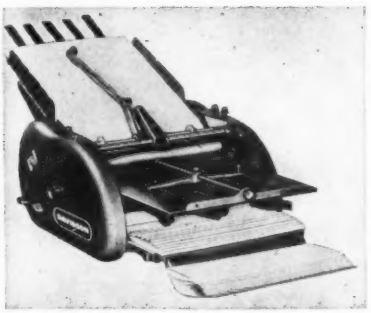
T-22 *Baumfolder Div., Bell & Howell Co., 1540 Wood St., Philadelphia 2.* Company manufactures a complete line of folding machines that will accommodate sheet sizes from 14 by 20 inches up to 44 by 58 inches. Baumfolders are equipped for friction or suction feed operation. The Moly-Roller Baumfolder soon to be introduced is said to have lighter roller pressure, no marking of paper by rollers, faster roller surface speed, pin-point registration, and greater machine reliability.

Circle T-22 on Reader Service Card

T-23 *Davidson Corp., 29 Ryerson St., Brooklyn 5, N. Y.* Firm markets two models of the Embee desk top folding machine: Model 230 handles sheets up to 9¼ by 18 inches; Model 360 will handle sizes up to 13¾ by 27 inches. Both models operate at speeds up to 12,000 sheets per hour. Attachments will allow scoring, slitting, or perforation simultaneously with any four basic folds or variations.

Circle T-23 on Reader Service Card

T-24 *EnMail Machine Corp., 30 Park Ave., New York 16.* The En-



Davidson Embee 360 folding machine.

Mail enveloping and mailing machine has the following capabilities: continuous automatic operation of paper gathering (feeding and collating); folding, nesting, and enveloping contents in a self-manufactured envelope, with or without window and with or without glassine or cellophane patch over window; printing corner card, postage indicia, and any other matter in any place on front or back of envelope; sealing, counting; detection of multifeed or misfeed and stacking, and with standard accessory affixing stamps or postage metering. Machine has 6 stations including one sheet feeder for letterheads and one station for address card. Additional stations can be added or eliminated if required.

Circle T-24 On Reader Service Card

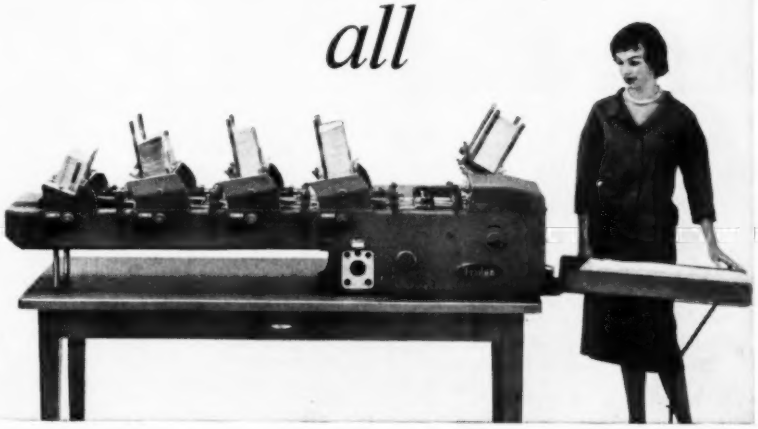
T-25 *Friden, Inc., San Leandro, Calif.* Company markets the Friden-Ertma mail inserter that automatically gathers as many as eight inserts, stuffs them into envelope, seals, counts, and stacks the envelopes in one operation. A knife-feed station can be adjusted to insert from one to three punched cards at one time in any form. For cycle billing operations that require a variable number of inserts, the machine can be equipped with an open feed station. Stations from one to eight can be added as required. The advance feed system is vacuum-controlled.

Circle T-25 On Reader Service Card

T-26 *Heyer, Inc., 1850 S. Kostner Ave., Chicago 23.* The company manufactures an electric model and a hand-operated folder.

MODEL EF-1 CONQUEROR electric

This machine can unplug your mailroom bottleneck *once and for all*



This is the Friden-Ertma Mail Inserter. Controlled by a single operator, it automatically gathers up to eight enclosures (including punched cards), inserts them into envelopes, then seals, counts and stacks the envelopes—all in one swift operation.

The Friden-Ertma is extremely flexible—you purchase your machine with the exact number of stations you now require, add more (up to a total of eight) as you need them. Installation is easy as plugging in a lamp. Set-up, loading and job changeover are quick and simple, require no tools whatsoever.

Special open feed station available for cycle billing and similar applications. For complete information, call your Friden Man. Or write: Friden, Inc., San Leandro, Calif.

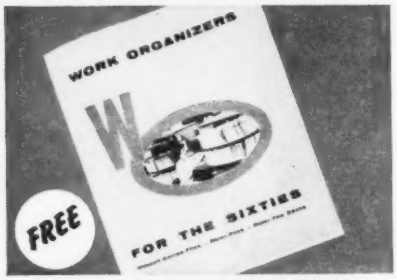
THIS IS PRACTIMATION: automation so hand-in-hand with practicality there can be no other word for it.

Friden

Sales, Service and Instruction Throughout the U. S. and World

(Circle No. 19 on Reader Inquiry Card)

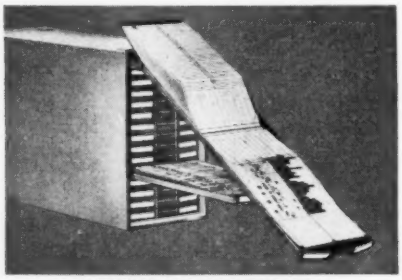
ANOTHER WASSELL PRODUCT



32 PAGES OF ANSWERS
TO HIGH CLERICAL COSTS

Here is the story of the new Wassell Work Organizer principle of filing — full of ideas and examples of how major firms are using Wassell filing systems to save time and dollars.

WASSELL ORGANIZATION, INC.
WESTPORT, CONNECTICUT



LOOK AT ALL THREE

You'll find these exclusive advantages in Wassell Visible Sig-Na-Lok:

- Superior accuracy because signals lock in place — won't cause mistakes.
- Quicker alphabetical changes — because pockets snap out, snap in.
- Longer pocket life because pockets are bound full width — never tear.

Wassell Visible Sig-Na-Lok streamlines your records on inventories, maintenance schedules, personnel.

WASSELL ORGANIZATION, INC.
WESTPORT, CONNECTICUT

HOW TO KNOW IT ALL

Versatile Produc-Trol can give immediate and complete information on almost every phase of production. No recourse to files is needed; with Produc-Trol all the factors of efficient production are scheduled before your eyes

WASSELL ORGANIZATION, INC.
WESTPORT, CONNECTICUT
(Circle No. 50 on Reader Inquiry Card)

TOOLS OF THE OFFICE

folder automatically feeds and folds sheets up to 9 by 17 inches in size. There are two quick-set fold controls adjacent to folding diagrams and instructions. A feed tension control assures non-skip feeding of light, medium, coarse, glossy, or heavy paper.

MODEL HF-1 has all the features of the electrically driven folder with the exception of the automatic electric drive.

Circle T-26 on Reader Service Card

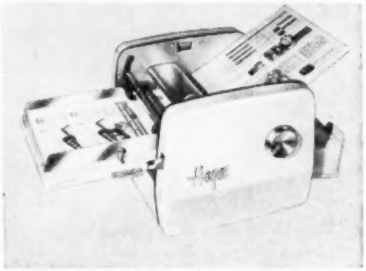
T-27 *Lansdale Products Corp., Lansdale, Pa.* Company markets the Faltex automatic electric folding machine that makes eight different folds, and scores, perforates, and opens letters with optional devices. Machine will accept sheets up to 9⅝ by 14 inches and feed them automatically. Weight is approximately 50 pounds.

Circle T-27 on Reader Service Card

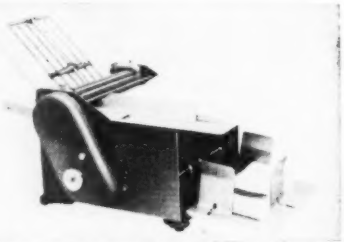
T-28 *Martin Yale, Inc., 2100 W. Fulton St., Chicago 12.* Firm markets the Auto Folder CV electric folding machine. Unit weighs 35 pounds, has a fully automatic feed tray for continuous operation, and takes sizes up to 9½ by 15½ inches. A folding chart gives instructions for seven popular folds.

The Auto-Folder "Seventeen" electric folding machine will handle 10-pound onionskin as well as 120-pound ledger stock in sizes up to 14 by 24 inches. An accessory bar can be equipped with perforating, scoring, and slitting attachments. Automatic feeding mechanism allows continuous operation.

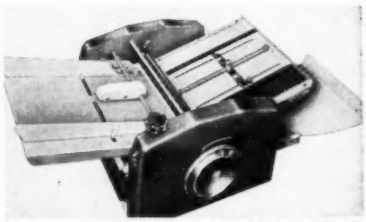
Circle T-28 on Reader Service Card



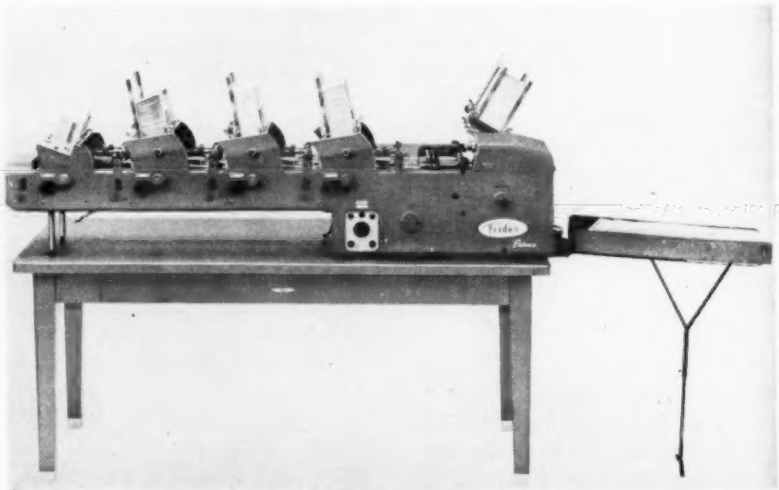
Conqueror electric folder from Heyer.



The Faltex electric folder from Lansdale.



Model "Seventeen" folder from Martin-Yale will handle 10-pound onionskin.



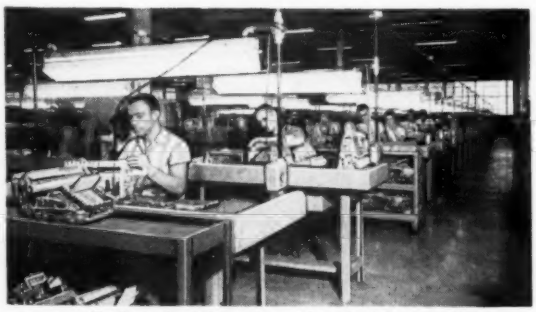
The Friden-Ertma mail inserter automatically gathers, seals, counts, and stacks.

Monroe Calculating Machine plant at Bristol, Virginia, covers 200,000 square feet, employs 1,400 people, uses about 430,000 kilowatt hours of electricity per month. Monroe's room-to-grow site includes 33 acres.

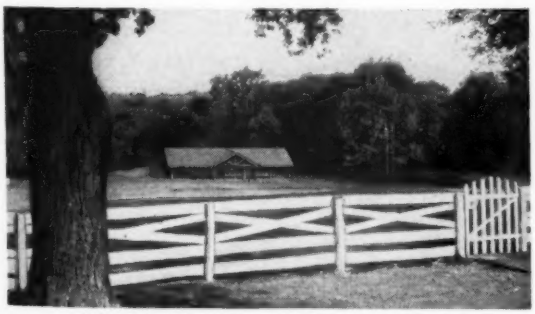
Employees Are Young, Learn Quickly, Turnover is Under 1%

Says Monroe Calculating Machine Co. of its plant

in VIRGINIA



Easily trained through use of on-the-job apprentice system, Monroe's Virginia employees are highly productive. Nearby Washington County Technical School is excellent source for young technical workers.



Monroe's 5-Acre Park, with swimming pool for employees, is also made available to churches or civic groups for special occasions. Employees enjoy recreation. Monroe is known as good neighbor to the community.

When Monroe Calculating Machine Company, Division of Litton Industries, chose Bristol, Virginia, for its new plant, eyebrows were raised at the thought of unskilled labor producing complex business machines. But from the very start, manpower has been one of the plant's greatest assets. These young, vigorous Virginians learn quickly, via on-the-job training, and efficiently operate screw machines, drill presses, milling machines, cutting machines and machine tools of all kinds.

Monroe's Virginia employees are conscientious, dependable and happy with their work, as indicated by a turnover of less than 1%. These men and women average 28 to 35 years of age, live within a 15 to 20 mile radius of the plant. Absenteeism is low. Employees take pride in their work.

Is Monroe satisfied with its Virginia location? Best proof is that five years after opening the plant, they nearly doubled its size. Employment and production have tripled. And instead of just one product, the Virginia plant now manufactures a wide variety of calculators, adding and accounting machines, and data processing equipment.

Let us tell you more about the high productivity, the dependability of people in Virginia . . . and about the many other advantages offered by this state. In confidence, phone, wire or write . . .

C. M. NICHOLSON, JR., Commissioner
Division of Industrial Development and Planning
Virginia Dept. of Conservation and Economic Development
Room 803-AM, State Office Bldg., Richmond 19, Va.
Phone: MIlton 4-4111, Ext. 2255

You, too, can find these... and many other great competitive advantages in

VIRGINIA
. . . a wonderful place to play or work

(Circle No. 49 on Reader Inquiry Card)

NO
OTHER
PAPER CUTTER
BUILT
SO WELL
TO SELL
SO LOW

all metal
Triumph
the precision Paper Cutter

SIZES 14" & 18"
(20½" MICHAEL)

FOR OFFICE, BOOKKEEPING & DUPLICATING DEPARTMENTS

For every business: Banks, hospitals, insurance companies, industrial organizations, stationers, photo finishers, small printers, lettershops, mimeograph, offset shops, advertising agencies, schools, colleges, churches.

Order from your dealer or
MICHAEL LITH sales corp.
145 West 45th Street, New York 36, N. Y.
■ Dealer: Write For Profitable Sales Plan.

See our other advertisement on Page 78
(Circle No. 27 on Reader Inquiry Card)

MODERN AS AUTOMATION
INSTANT INDEXING
of catalogs, card files, ledgers, price lists, directories
SUPERIOR-Tabbies

Index the neat and easy way with Superior-Tabbies. Pressure-sensitive, they require no cutting, no moistening, attach to any surface, including acetate. Available in packaged sets or on rolls for fast, easy use. Choose from many stock sets, make your own with Type-Ons or Insertables, or order your special set at reasonable cost. Full range of color choices for edging.

See your stationer or write for catalog

SUPERIOR-Tabbies

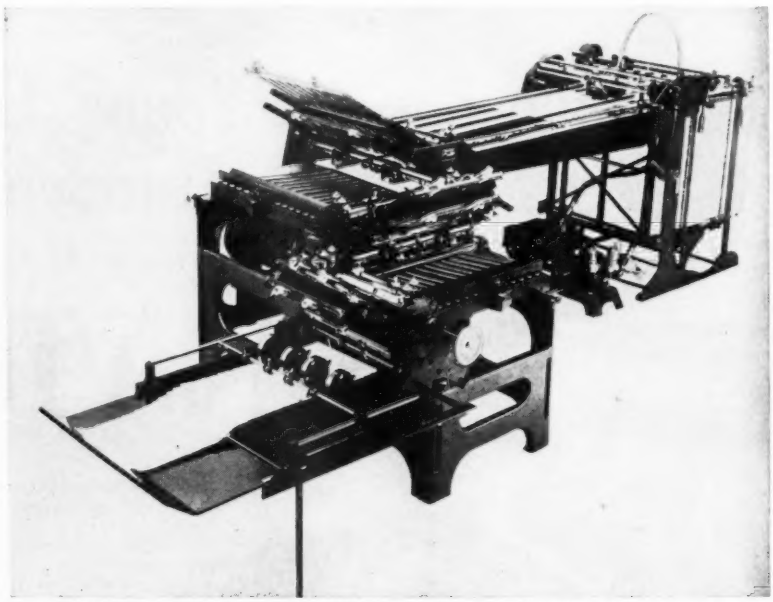
900 N. FRANKLIN ST., CHICAGO 10, ILL.
(Circle No. 44 on Reader Inquiry Card)

TOOLS OF THE OFFICE

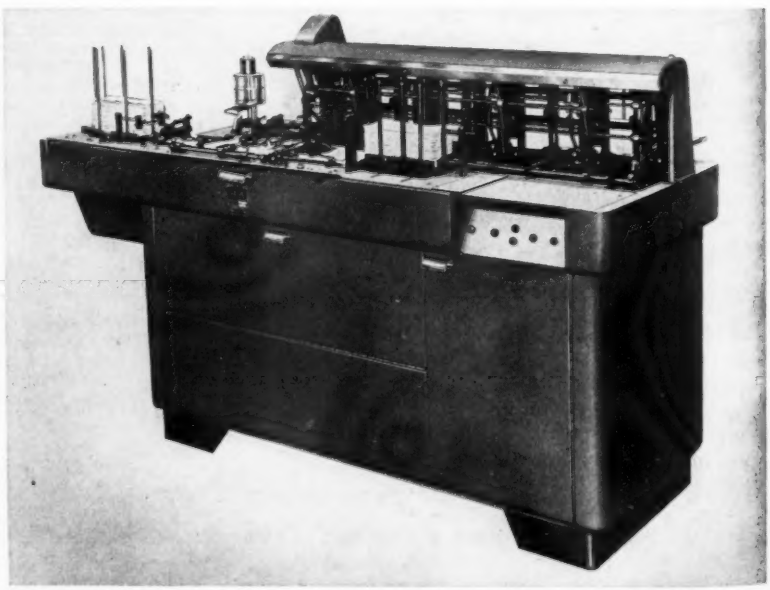
T-29 *Phillipsburg Div., Bell & Howell Co., 14 E. Jackson Blvd., Chicago 4.* Company manufactures three models of the Phillipsburg Inserter, a machine that gathers enclosures in any predetermined order, opens envelope flaps, inserts enclosures, moistens, closes, and seals envelopes, imprints postage and other indicia, counts and stacks up to 6,000 pieces per hour in one continuous operation. There is a choice of 2 to 8 enclosure stations, optional attachments for punch cards, and an open feed station.

THE EXPEDITER MODEL takes material up to 9½ by 6 inches with flaps up to 1¾ inches; MASTERMAILER model handles envelopes up to 9 by 12 inches in size; CATALOGER model is designed for mailing up to 13½ x 9½ inches with flaps up to 3 inches.

Circle T-29 on Reader Service Card



Baumfolder folders from Bell & Howell are available in nine different models.



Phillipsburg inserters from Bell & Howell can process up to 6,000 pieces an hour.

T-30 *Pitney-Bowes, Inc., 2906 Walnut St., Stamford, Conn.* Firm makes two models of a folding machine and a folding and inserting machine.

MODEL FH-AF electric desk-top folding machine weighs 26 pounds and makes eight different folds from sheets 3¾ by 3½ inches to 8½ by 14 inches in size. Sheets are stacked in hopper and automatically fed and folded at speeds up to 6,000 per hour.

MODEL FM folding machine folds sheets up to 11 by 24 inches in size at speeds up to 19,000 per hour, depending on size of paper. Duplicating, bond, ledger, and book paper stocks in weights from 16 to 36 lbs. can be handled.

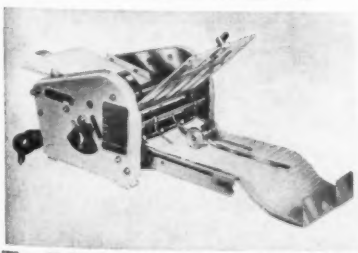
MODEL 3300-FH folding and inserting machine will stuff one enclosure at a time into envelopes up to 6 inches deep by 9½ inches wide. Size of enclosures after folding: from 5⅛ by 2½ inches to 8⅞ by 5½ inches. The folding machine detaches from the inserting machine to make routine insertions of material that does not require folding. A conversion kit will adapt any model folding machine for inserting.

Circle T-30 on Reader Service Card

T-31 *Print-O-Matic Co., Inc., 724 W. Washington Blvd., Chicago 6.* Model FH-5C Fold-O-Matic machine folds sheets up to 9 by 18 inches, and up to 6 stapled sheets of 20-pound paper. The machine has automatic feed for continuous operation, and can score, perforate, or slit simultaneously. It is designed for use with the "Cross-Folder," a supplementary unit that gives two right angle plus two horizontal folds when placed at a right angle to model FH-5C machine.

MODEL FH-5HDN FOLD-O-MATIC is designed for volume folding; it slits, perforates, scores and folds in continuous operation.

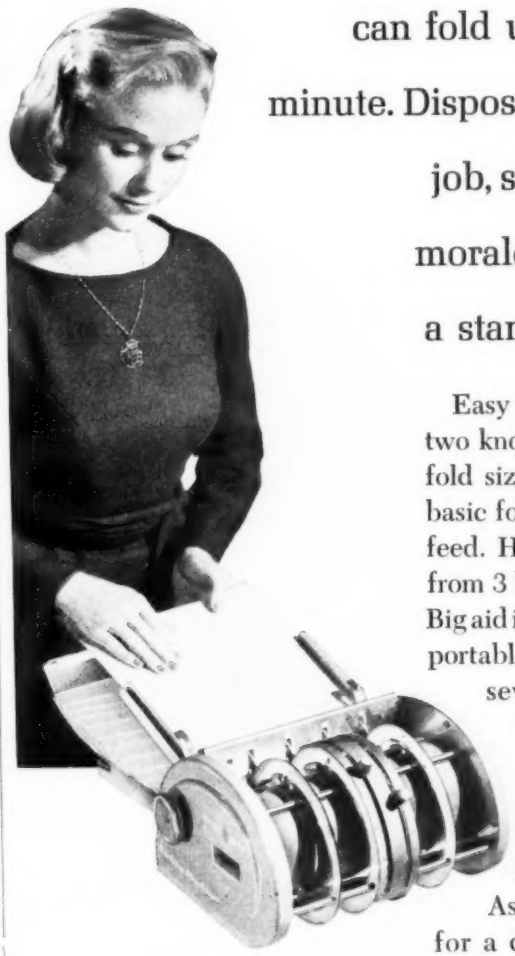
Circle T-31 on Reader Service Card



The Fold-O-Matic from Print-O-Matic.

Set in seconds, the

small, portable FH Folding Machine can fold up to 80 letters a minute. Disposes of a drudgery job, saves time, boosts morale. Costs less than a standard typewriter!



Easy to use! Set it by moving two knobs on the inch scales to fold sizes wanted. Makes eight basic folds. Has semi-automatic feed. Handles standard papers, from 3 by 3 to 8½ by 14 inches. Big aid in correspondence. Light, portable, one FH can work for several departments. And it can be attached to Pitney-Bowes' Model 3300 Inserting Machine for folding and inserting at the same time.

Ask any Pitney-Bowes office for a demonstration, without obligation. Or send coupon for free illustrated booklet.

FREE: *Handy desk or wall chart of postal rates, with parcel post map and zone finder.*

Pitney-Bowes
FOLDERS & INSERTERS

Made by the originator of the postage meter . . .
139 offices in U.S. and Canada.

PITNEY-BOWES, INC.
2906 Walnut Street
Stamford, Conn.

Send free ☐ *booklet on PB Folding and Inserting Machines* ☐ *postal rate chart.*

Name _____

Address _____

(Circle No. 35 on Reader Inquiry Card)

Avoid Losses!
Avoid unexpected troubles!

15 day free trial

2 MODELS:
2MM — 11 shreds to the inch
1MM — 22 shreds to the inch

Thinnest shreds of any office paper shredder! Simple to operate — Convenient removable bin.

Write for illustrated brochure describing full application of office paper shredders.

MICHAEL LITH sales corp.
145 West 45th Street, New York 36, N. Y.
■ Dealer: Write For Profitable Sales Plan.

See our other advertisement on Page 76
(Circle No. 28 on Reader Inquiry Card)

Sit without Sticking
BEVCO offers
VENTILATION
The chairs you can't stick to.
Correct seating for every need

- More Comfort
- Longer Wear
- Higher Quality Lower Cost
- Less Maintenance

Stretch
Stain
Fade
Tip
Proof

If it's BEVCO It's the Best

PS-33A
Posture Swivel
6 Adjustments

Coat and Hat Racks

1" tubular steel
Mirror bright Chrome

36" Double Rack $16.45

BEVCO Precision Mfg. Co.
831 Chicago Ave., Evanston, Ill.
(Circle No. 6 on Reader Inquiry Card)

TOOLS OF THE OFFICE

Opening and sealing machines

T-32 *Better Packages, Inc., 252 Canal St., Shelton, Conn.* The 555 touch-button electric gummed tape machine delivers heated gummed tape in a length selected by pushing a button indicator. Length selector scales are available from 6 to 36 inches or from 15 to 45 inches.

Circle T-32 on Reader Service Card

Button tape machines by Better Packages.

T-33 *The Bircher Co., Inc., 192 Mill St., Rochester 14, N. Y.* Firm markets four electric and two manual desk-top letter openers in the Lightning line. Model A-9 automatic Lightning letter opener will open mail up to ½-inch thick at speeds up to 500 letters per minute. There are two models of the Lightning mail sealer: model M, electric automatic sealer; model K hand driven unit.

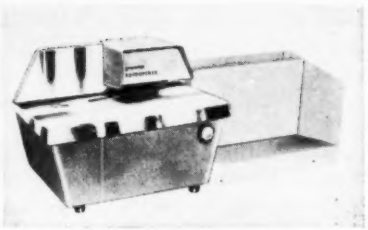
Circle T-33 on Reader Service Card

T-34 *Friden, Inc., San Leandro, Calif.* The multiSealer electric envelope sealer weighs 31 pounds and has an adjustable pressure water feed that assures constant, uniform flow of water. The multiOpener is an electric envelope opener that feeds, opens, and stacks any size envelope. Rotating cutting blades are made of carbon steel and are self-sharpening.

Circle T-34 on Reader Service Card

T-35 *Hamilton Specialties, Inc., 148 Old Colony Ave., Wollaston 70, Mass.* The Dandy envelope sealer, model 60, seals up to 200 envelopes per minute automatically.

Circle T-35 on Reader Service Card



Premier Auto-Opener from Martin-Yale.

T-36 *Martin Yale, Inc., 2100 W. Fulton St., Chicago 12.* The Premier Auto-Opener is electrically operated at speeds up to 400 envelopes per minute. Unit has fully enclosed cutting heads.

Circle T-36 on Reader Service Card

T-37 *E. W. Pike & Co., Inc., 711 Pennsylvania Ave., Elizabeth, N. J.* Company manufacturers a sealer that is operated by moistening envelope flap on a brush wick.

Circle T-37 on Reader Service Card

T-38 *Pitney-Bowes, Inc., 2964 Walnut St., Stamford, Conn.* Model LH is a hand operated letter opener with a cutting width of 12⅜ inches. Unit weighs 7 lbs., 14 oz. Model LA opener takes mail of varying sizes and automatically feeds it through cutting knives and into the stacking hopper. Machine operates at a speed of over 500 letters a minute; weight is 36 lbs. Model LE is a hand-fed electric model similar to the model LA.

Circle T-38 on Reader Service Card

®
LETTEREX
DISPOSABLE CARBON SETS
... FOR MAXIMUM TYPING EFFICIENCY
THE LETTEREX CORPORATION
Washington 24, D. C.
(a division of Allied Paper Corporation)

(Circle No. 25 on Reader Inquiry Card)

T-39 *Pres-To-Line Corp. of America, 2045 Rosecrans Ave., Gardena, Calif.* The Magic Mailer seals envelopes one at a time as they are hand-fed through the machine; envelopes can be opened by pulling them through a side attachment.

Circle T-39 on Reader Service Card

T-40 *The Redman Co., 6028 N. Cicero Ave., Chicago 46.* Firm markets the "Wombat" electric envelope opener.

Circle T-40 on Reader Service Card

T-41 *Seal-O-Matic Dispenser Corp., 169 Murray St., Newark, N. J.* Company makes a line of gummed tape dispensers.

Circle T-41 on Reader Service Card

T-42 *Speed-O-Print Corp., 1801 W. Larchmont Ave., Chicago 13.* The Executive electric mail opener is a hand-fed unit that opens envelopes of any size or thickness. Unit has adjustable trim cut.

Circle T-42 on Reader Service Card

T-43 *Standard Duplicating Machines Corp., Everett 49, Mass.* Model G is a hand-operated sealing machine that automatically feeds envelopes with a turn of the crank. Model R is a motor driven version of model G that also takes envelopes up to 7 inches in width by any length.

Circle T-43 on Reader Service Card

T-44 *Zip-O-Riter Products, 3875 Carland St., Wheat Ridge, Colo.* Firm manufactures a kit for hand addressing using a spirit-type mechanism.

Circle T-44 on Reader Service Card

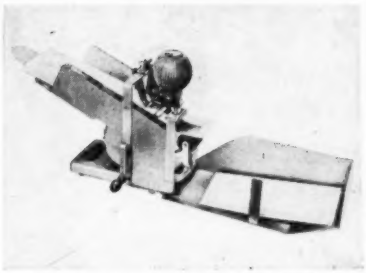
Postage machines

T-45 *Pitney-Bowes, Inc., 2969 Walnut St., Stamford, Conn.* Company manufactures a variety of postage metering machines that will also seal envelopes and supply gummed tape for metering packages.

MODEL DM is a desk-top manual postage meter 6 inches high with base dimensions of 6½ by 9½ inches. It handles any size or shape of envelope, prints postage tape for parcel post, moistens envelope flap for sealing, and prints optional postmark advertising.

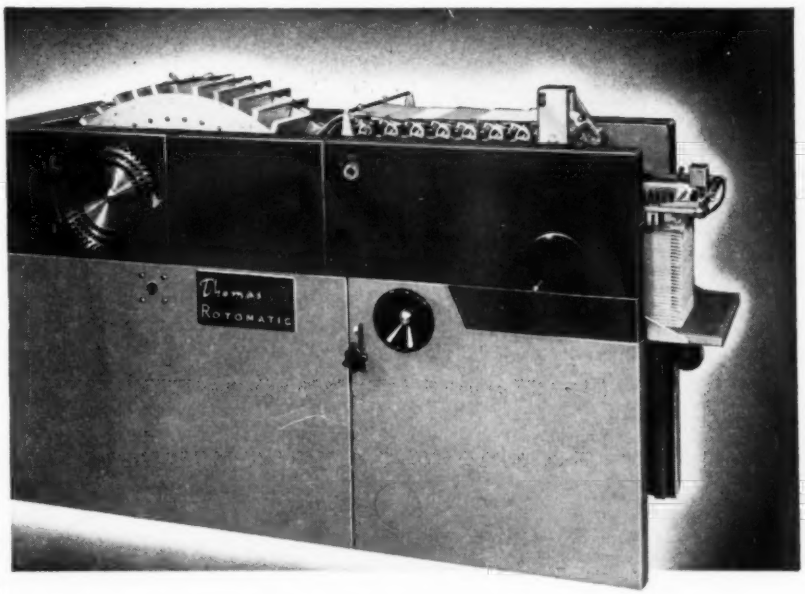
MODEL 4150 operates either RT or RF omni-denomination postage meters: RT meter prints any amount of postage from ½ cent to $1; Model RF prints any amount from ½ cent to $9.99½ in a single stamp. Both meters can be set to dispense $9,999.99 or less. Meter registers show credit balance of postage on hand, cumulative total of postage used, and the number of pieces mailed. Letters are fed by hand, sealed, postmarked, meter stamped, and counted in one operation. Provision is made for printing the hour of mailing, and special postal inscriptions; simple adjustment produces gummed postage tape.

MODEL 4250 is similar in function and capabilities to the model 4150 for the exception of an automatic letter feeding device that processes letters at the rate of 150 per minute.



The Dandy sealer by Hamilton Specialties.

For more information about any product circle corresponding number on reader service card inside back cover.



New 50-Station Collator pays for itself in a year!

No empty claim! 94 recent installations prove it over and over again! Manhours saved, overtime eliminated pay the way for Thomas' new Rotomatic. This, together with other performance-proved facts, turns the assembling of duplicated sheets into sets from a time-eater to a profitable worksaver. In versatility, speed, accuracy and compactness, none can compare. You're your own best judge — write for more information.

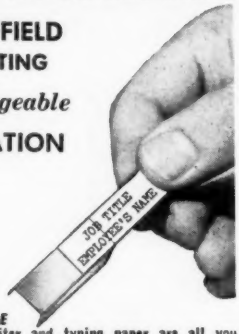
- Accurately collates, counts and staggers 25,000 sheets per hour . . . stitches at a slightly lower rate. Occupies only 17½ square feet of floor space.
- Exclusive pushbutton programmer permits different collating jobs to be run at the same time.
- Loads in less than 7 minutes . . . no vacuum systems or fans to adjust, no need to compensate for weights or finishes of stock.
- Handles sheet sizes from 7¼" x 8" to 11" x 14" in almost every weight and finish. Foolproof miss and double detector stops machine instantly, preventing errors in finished sets.

THOMAS COLLATOR INDUSTRIES, INC.
A subsidiary of Thomas Collators Inc.
Dept. E4, 100 CHURCH STREET, NEW YORK 7, N. Y.

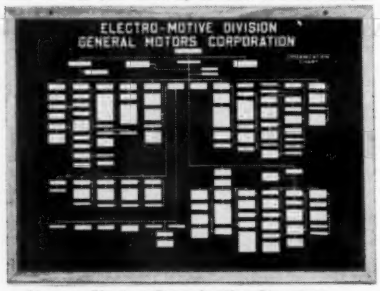
(Circle No. 46 on Reader Inquiry Card)

STOP COSTLY RE-DRAFTING OF ORGANIZATION CHARTS

The COFFIELD EVERLASTING *Interchangeable* ORGANIZATION CHART



EASY TO CHANGE
A typist, a typewriter and typing paper are all you need to keep your chart up to date. It's that simple!



- Sizes to Fit Any Organization Structure
- Eliminates All Costly Drafting
- Photographs for Sharp Prints
- Invaluable as a Visual Training Aid
- All Parts Are Movable and Re-usable
- Solves Your Chart Problem Forever

Write for Free 16-Page Illustrated Brochure with Price Schedule No. AM-6

MANAGEMENT CONTROL CHARTS CO.
1731 N. WELLS ST. CHICAGO 14, ILL.
(Circle No. 26 on Reader Inquiry Card)

THE *SHRED ALL*
WASTE PAPER SHREDDER

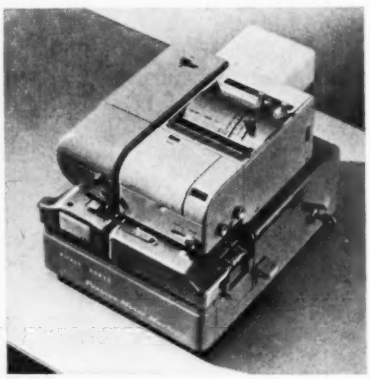
Quickly shreds newspapers, magazines, waste paper, corrugated cartons, etc., into uniform resilient strands ideal for packing purposes. Especially adapted to shredding confidential records, blueprints, etc. Built in 5 sizes: 200 to 3,600 lb. per hour.

Compact, economical, safe. All revolving parts are covered. Instantly adjustable. Shreds ¼" to ⅜". Designed for continuous and trouble-free service.

FREE TRIAL
Operate a SHRED ALL 30 days. If not satisfied—return—owe nothing.

UNIVERSAL SHREDDER COMPANY
SAGINAW, MICHIGAN
(Circle No. 47 on Reader Inquiry Card)

TOOLS OF THE OFFICE



Model 5400 mailing unit by Pitney-Bowes.

MODEL 4350 MASTER mailing machine has the characteristics mentioned under model 4150 with the addition of an automatic letter feeding device that allows letters to be sealed, postmarked, meter-stamped and counted at the speed of 11,000 per hour. Unit handles envelopes from 5 inches to 15¼ inches in length, 3½ inches and up in width, and ⅜ inch in thickness. A control lever dispenses tape, wet or dry.

MODEL 5300 omni-denomination postage meter operates on the model 5400 mailing machine; prints postage in any amount from ½ cent to 1.09½ in a single impression. Flip of a button gives choice of printing postage alone or with postmark advertisement. A switch omits the date for third class matter. Dates are changed easily, without tools.

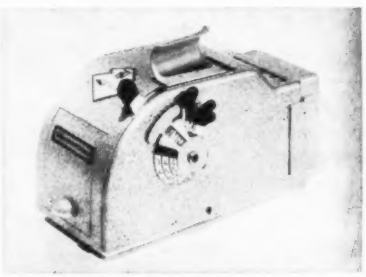
MODEL 5400 mailing machine is an electric desk-top unit that gives a choice of postage denominations from ½ cent to $9.99½ (will operate with model 5300 postage meter). The machine seals, stamps and stacks letter mail in one operation, and can issue wet or dry meter stamps for packages. Dates are changed by turning a dial. For automatic feeding of letters, an optional feeder (model 5450) can be added.

MODEL 6800 postage meter machine operates model RT omni-denomination postage meter. Letters are fed by hand, sealed, meter-stamped, postmarked and counted in one operation. A gummed postage tape can also be produced.

Circle T-45 on Reader Service Card

T-46 *Tele-Norm Corp., 55 W. 42nd St., New York 36.* Firm markets the Postalia postage meter manufactured in West Germany and approved for leasing by the Post Office Department. It weighs five pounds and operates by hand to print directly on packages and envelopes. The meter prints postage up to $9.99, as well as the day, month, year, city, and state; advertising message is interchangeable. An ascending counter provides cumulative total of postage used; the descending counter indicates unused portion of pre-paid postage from $10 to $9,990. Ink is supplied by a tube and inking is automatic; a safety key locks the meter. The portable meter can be snapped into a manually operated machine that also seals letters, or it can be used in conjunction with an electrically driven unit that automatically feeds, stamps, seals, and stacks letters at the rate of 6,000 per hour.

Circle T-46 on Reader Service Card



The Postalia postage meter by Tele-Norm.

Postage scales

The following list of postal scale manufacturers is coded according to the size or capacity of models sold:

S—Small, or scales with a capacity of 5 pounds or less.

M—Medium, or scales with capacities from 5 to 70 pounds.

L—Large, or scales with a capacity over 70 pounds.

SP—Special scales with unusual hardware.

Borg-Erickson Corp., 1133 N. Kilbourn Ave., Chicago 5. (S,M)

B-T Co., Inc., 121 N. Broadway, Milwaukee 2, Wisc. (S)

Detecto Scales, Inc., 540 Park Ave., Brooklyn 5, N. Y. (S,M)

Friden, Inc., San Leandro, Calif. (S,M)

Hamilton Specialties, Inc., 148 Old Colony Ave., Wollaston, Mass. (S)

Hanson Scale Co., 1777 Shermer Rd., Northbrook, Ill. (S,M)

Howe Scale Co., Rutland, Vt. (S)

IDL Mfg. & Sales Corp., 401 Broadway, New York. (S,M)

Pelouze Mfg. Co., 1218 Chicago Ave., Evanston, Ill. (S,M)

Pitney-Bowes, Inc., 2989 Walnut St., Stamford, Conn. (S,M)

Triner Scale & Mfg. Co., 2714 W. 21st St., Chicago 8. (S,M, L,SP)

Triner scale with conveyor attachment.

Pitney-Bowes 3740 parcel post scale.

Numbering machines

Following each manufacturer of numbering equipment are codes to denote the types of equipment made:

N—Numbering machines of the manual type.

NI—Numbering machines of the manual self-inking type.

NE—Electric numbering machines.

EP—Electric Perforating machines.

American Bank Equipment Co., 5408 Jefferson St., Philadelphia. (EP)

Bates electric numbering machines.

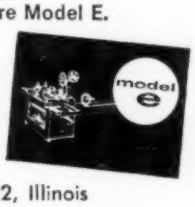
Which one cost half as much to label?

The envelope that was labeled by the Cheshire Model E!
That's because the Model E applies up to 16,000 labels per hour. Compact . . . and easy to operate, too! Applies all types of labels (wide-strip, narrow-strip, continuous pack form, cut or individual labels). Just as efficient for small postcards and envelopes . . . or middle-sized pamphlets and brochures . . . as for larger magazines, catalogs and quarterfold tabloids.

The Cheshire Model E.

CHESHIRE INCORPORATED

Write for descriptive brochure.



Dept. AM-6, 1644 N. Honore Street, Chicago 22, Illinois

(Circle No. 9 on Reader Inquiry Card)

TOOLS OF THE OFFICE

American Numbering Machine Co., Atlantic & Shepherd Ave., Brooklyn, N. Y. (N, NI)

Bates Mfg. Co., 63 Vesey St., New York 7. (N,NI,NE)

Douglas Homs Co., 1314 Rollins Rd., Burlingame, Calif. (N,NI)

Pitney-Bowes, Inc., 2964 Walnut St., Stamford, Conn. (NE)

Weber Marking Systems, 215 E. Prospect Ave., Mount Prospect, Ill. (N,NI)

Mail room accessories

The following companies manufacture mailroom accessories:

AS—Automatic stapler
B—Binder
J—Jogger
L—Laminator
LD—Label dispenser
MB—Mail bag accessories
MC—Mail carts
PC—Paper cutter
PS—Paper shredder

The Dick Mailer, 137 W. Tupper St., Buffalo 1, N. Y. (LD)

Canvas Products Corp., 19 E. McWilliams St., Fond Du Lac, Wisc. (MB,MC)

Chesley Industries Inc., 24777 Telegraph Rd., Detroit 41. (MC)

W. A. Charnstrom Co., 422 S. Seventh St., Minneapolis 15, (MB,MC)

Electro-Shred Corp., Lebanon, Ohio (PS)

General Binding Corp., 108 N. State St., Chicago 2. (L,B)

Glue Fast Equipment Co., Inc., 11 White St., New York 13. (LD)

Halverson Products Co., Inc., 1051 N. Paulina St., Chicago 22. (J)

Douglas Homs Co., 1314 Rollins Rd., Burlingame, Calif. (PC)

Allen Hollander Co., Inc., 385 Gerard Ave., New York 51. (LD)

Ideal Stencil Machine Co., Belleville, Ill. (Stencil machine, LD)

Industrial Shredder & Cutter Co., Salem, Ohio. (PS)

Marsha Stencil Machine Corp., Belleville, Ill. (LD)

Michael Lith Sales Corp., 143 W. 45th St., New York 36. (PC, PS)

Nashua Corp., Nashua, N.H. (LD)

Staplex Co., 777 Fifth Ave., Brooklyn, N. Y. (AS)

Seal-O-Matic Dispenser Corp., 169 Murray St., Newark 5, N. Y. (LD)

Shredmaster Corp., 384 Woodcleft Ave., Freeport, N. Y. (PS)

Syntron Co., Homer City, Pa. (J)

Thomas Collators Inc., 100 Church St., New York 7. (AS)

Universal Shredder Co., Saginaw, Mich. (PS)

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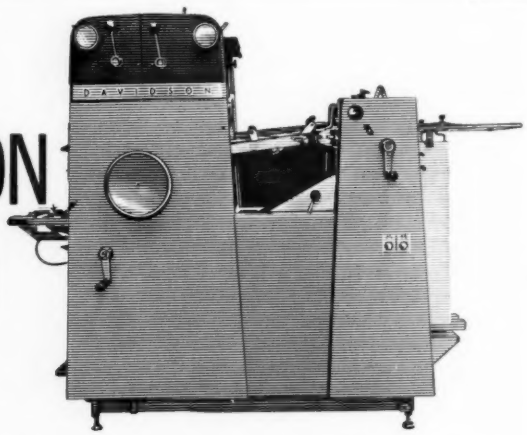

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YEARS AHEAD IN DESIGN—MILES AHEAD IN PERFORMANCE

(Circle No. 11 on Reader Inquiry Card)

Above: mail delivery cart by Charnstrom.

Below: mail bag cart from Can-Pro Corp.

Yours for the Asking

BOOKLETS

Leasing—pros and cons **C-1**

To lease or not to lease: that is the question the Foundation for Management Research tries to answer in the fourth edition of its popular booklet, "The Pros and Cons of Equipment Leasing for Smaller Manufacturers, Department Stores, and Supermarkets." Specific situations where it would be wise or unwise to lease equipment are analyzed. Send request to: Foundation for Management Research, 121 W. Adams St., Chicago 3.

Preserving employees **C-2**

The dangers of having accidents during vacation are demonstrated in an eight-page booklet offered by the National Safety Council. The council tells how to get the most fun out of vacations and still come back in one piece. Water Safety, the dangers of over-exertion, and special tips for do-it-yourselfers are included. Send to: National Safety Council, 425 N. Michigan Ave., Chicago, Ill.

Better business letters **C-3**

The Better Letters Exchange is issuing a check list posing ten questions every business man should ask himself about his letters. Improving letter skills saves dictators' and stenographers' time, and reduces letter costs. Available from the Better Letters Exchange, 105 N. State St., Howell, Mich.

Gold problem **C-4**

One of the most threatening fiscal problems we face is the outflow of gold to foreign nations. As a public service, the Chase Manhattan Bank is offering copies of a speech made on the subject by its president, David Rockefeller. Address requests to The Chase Manhattan Bank, 1 Chase Manhattan Plaza, New York 15.

Photocopy materials and methods **C-5**

Anken Chemical & Film Corp., Newton, N. J., describes more than two dozen photocopy papers and films—both negative and positive—in the February issue of its *Photocopy News and Reproduction Review*. Many special uses for combinations of these materials are charted.

Company image **C-6**

According to Donald F. Carpenter, general manager, E. I. du Pont de Nemours Co., good human relationships are a company's greatest asset. For a copy of a speech on the subject given by Mr. Carpenter before a group of southern businessmen, write to the company's public relations department at Wilmington, Delaware.

CATALOGS

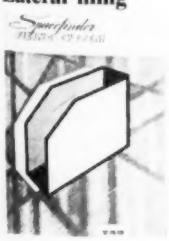
Recorder-Announcers **C-7**

Automatic Electric Sales Corp., Northlake, Ill. A newly issued catalog depicts a group of units used by telephone companies for playing recorded announcements. Automatic Recorder-Announcers can be used for spot commercials via regular telephone lines, playing short messages limited only by the imagination of the user.

Compact Storage and retrieval unit **C-8**

FMA, Inc., 142 Nevada St., El Segundo, Cal. A descriptive booklet illustrates the FMA Filesearch, a unit designed to store documents on film and provide fast accurate retrieval plus an immediate copy of the document, all without removing the information from the premises and all automatically.

Lateral filing **C-9**



Tab Products Co., 995 Market St., San Francisco, claims that lateral filing is the space age's contribution to modern records management. The company will send a catalog to prove its point, one that shows all the attachments needed and the various ways to use them. A price list is included.

Fast collection handling **C-10**

Royal McBee Corp., Westchester Ave., Port Chester, N. Y. A folder describes the firm's General Records Poster as it's actually used in a large loan organization. This unit records loan collections and creates a customer receipt, a ledger entry and a journal entry, all at the same time.

New office furniture **C-11**

Shaw-Walker, Muskegon 44, Mich. The latest conveniences and colors are highlighted in the new "Skyline" group of contemporary desks and chairs by Shaw-Walker. Color pictures and all the facts are available in the Skyline brochure #A-320.

Furniture leasing **C-12**

Invincible Metal Furniture Co., Manitowoc, Wisc. A step-by-step plan for leasing Invincible office furniture is graphically presented in an easy-to-read brochure. Reasons for leasing office furniture are presented, along with the method and terms of leasing.

Ledger card system **C-13**

Marney Sales Div., Rockaway Metal Products Corp., 41 E. 42nd St., New York 17. A brochure illustrates and gives complete specifications for a ledger card posting and storage system. Prices are included.

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(Circle No. 18 on Reader Inquiry Card)

RIGHT TO AUTOMATE

THE MAN pictured on page 13 may soon have a marked effect on how management makes use of automation in the future. The operative word is *may*, for as President Kennedy's director of the new Office of Automation and Manpower, Dr. Seymour L. Wolfbein has relatively little power to enforce directives. The power he commands will accrue mostly through his ability to recommend and persuade. But if he *can* persuade Congress that what he recommends makes sense, his powers and his office could grow to ones of enormous influence.

Nothing of what he has outlined so far indicates that Dr. Wolfbein intends to stifle management's natural desire to derive from automation its maximum benefits of speed, efficiency, and cost reduction. Recognizing, as does Secretary of Labor Arthur J. Goldberg, who appointed him, that automation has brought benefits to the economy, Dr. Wolfbein sees his mission as one of retraining workers momentarily displaced by this new technology for useful roles in other areas of the labor market. Whether this essentially constructive aim is changed in time by less worthy recommendations restricting management's right to automate, remains to be seen. For the moment, at least, the new director only asks for the cooperation of management in formulating the very recommendations which may one day affect it.

"[Keeping] our country in front of all the world as a model for swift industrial progress [is] a job for every one of us," he has said. "Management's role is a vital one, and, depending upon how management catches the vision, it can be even more vital in the years to come." Management, of course, will be watching Dr. Wolfbein's new agency with great interest. And it goes without saying that management, along with all segments of American society, stands ready to "do for America" in supporting sensible plans to ease the inevitable transitions which automation brings. We wish Dr. Wolfbein good luck!

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917 Yellow Orange
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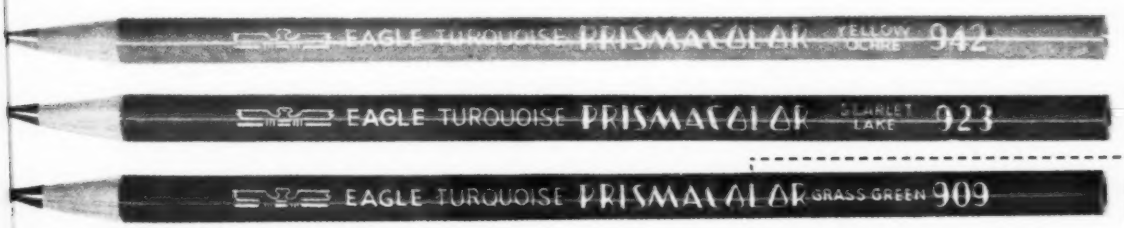
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